

ARMY RESERVE

MAGAZINE

SPRING 2006



BATTLE-FOCUSED TRAINING

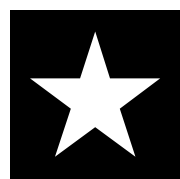
USAR Doctors Teach Front-line Skills

Chief, Army Reserve Farewell Message

Reserve Soldiers Assist Community in Wake of Tornado



SUPPORT
OUR TROOPS



MAGAZINE

ARMY RESERVE

Since 1954.

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ON THE COVER

SPC Jason Ferguson, (left) and SPC Alan Artley, 414th Transportation Company, practice loading an M2 .50-caliber machine gun before conducting live-fire convoy training. Members of the 414th, an Army Reserve unit from Orangeburg, S.C., went through the training at a base in Kuwait in May, 2005, before heading across the border to serve a one-year tour in Iraq.

(PHOTO BY CHUCK PRICHARD)



Also on the cover: The yellow ribbon symbolizes our commitment to honoring those of our Army Reserve Soldiers who have fallen, those who are missing and those who are serving around the globe. It will appear on each issue until they all come home.

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BACK COVER

CW3 Brian Lindell of Company C,
8th Battalion, 229th Aviation Regiment,
is greeted by his children, Carson,
left and Sara at the unit's welcome
ceremony. Lindell was deployed to Iraq.

(PHOTO BY SSG MIKE KIDD)

SUBMISSIONS · *Army Reserve Magazine* invites articles, story ideas, photographs and other material of interest to members of the U.S. Army Reserve. Manuscripts and other correspondence for the editor should be addressed to Commander, U.S. Army Reserve Command, Attn: Public Affairs (ARM), 1401 Deshler Street, SW, Fort McPherson, GA 30330-2000, telephone 404-464-8500 or dsn 367-8500. All email submissions should go to usarmag@usarc-emh2.army.mil. All articles *must* be submitted electronically or on disk or CD. Unsolicited manuscripts and photographs will not be returned. Query by letter.

CHANGE OF ADDRESS · *Do not write the magazine*. TPU soldiers should notify their Unit Administrator or Unit Clerk. Members of the IRR and IMA should contact their Personnel Management Team at ARPERSCOM, 1 Reserve Way, St. Louis, MO 63132-5200. AGRs should contact their PMO/PMNCO. Paid subscribers should forward their address change to the Superintendent of Documents, Attn: Mail List Branch SSOM, U.S. Government Printing Office, Washington, DC 20402. Special military distribution recipients may write the editor directly.

SUBSCRIPTIONS · *Army Reserve Magazine* is distributed free of charge to members of the United States Army Reserve. Circulation is approximately 320,000. Paid subscriptions are available for \$14.00 per year domestic, \$19.60 foreign. Single copy price is \$5.50 domestic, \$7.70 foreign. Mail a personal check or money order payable to the Superintendent of Documents to: New Orders, Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954, or fax your order to 202-512-2233. Visa and MasterCard are accepted.

News Briefs

ARMY RESERVE UNIT HONORED FOR COMBAT MISSION IN IRAQ

By Jack Gordon
Public Affairs Office
99th Regional Readiness Command

BRIDGEPORT, W. Va. — When the Soldiers serving the 99th Regional Readiness Command's (RRC) 459th Engineer Company, Bridgeport, W. Va., were first mobilized in January 2002, most had a good idea of where they'd be going and more importantly, what they'd be doing. The unit is one of few Army Reserve waterborne engineer units with a mission designated as "multi-role bridging," meaning it is equipped with a compliment of large pontoons and turbo-powered boats loaded atop trucks. Once in the water the boats maneuver the pontoons into either a fixed bridge or a floating ferry of sorts, powered by the boats.

The Tigris and Euphrates rivers in Iraq were considered by U.S. military tacticians to be strategic necessities as the

ground force moved into Iraq and north: This unit had "boats and floats" and Iraq had two strategic rivers.

After the movement began, the 459th and its 200 Soldiers were attached to the First Marine Expeditionary Force — the military element that formed the tip of the spearhead that first pierced Baghdad and soon took the city. En-route, the Soldiers took fire moving through Al Nasiriya and Al Kut.

The 459th's mission called for construction of a float ribbon bridge while under enemy fire on the Diyala River, southeast of Baghdad. The Marines needed the crossing in order to expand its dismounted infantry bridgehead with tank support before entering Baghdad. Diyala is a tributary to the Tigris.

The significance of this event resulted in the mission being selected for representation in the permanent collection of official U.S. Army artwork. A painting was commissioned and created. It depicts the Soldiers of the 459th feverishly constructing this ribbon bridge while enemy bullets kick-up the river and fly all around them.

From the painting, which will be displayed in the Pentagon, several high quality, limited edition lithographs were created. One was recently presented to the unit at a special ceremony at the 459th's Army Reserve center, by the 99th RSC Commander, MG William H. Johnson.

More than 100 family members and friends accompanied the Soldiers at the ceremony, which also included individual presentations of Welcome Home Warrior-Citizen awards to each Soldier who served in Operation Iraqi Freedom.

// ...the artwork is
a source of pride and
mission accomplishment. //

Three Soldiers of the 459th were also re-enlisted by the Commanding General, displaying further dedication to duty in the service of America's Army.

The 459th was the only unit in the Army Reserve chosen to have an aspect of its mission rendered in the Army's permanent collection of artwork. For the Soldiers who built this important bridge while under enemy fire that day, the artwork is a source of pride and mission accomplishment.

After the ceremony, they posed for photographs with the litho, displayed for the ceremony on an easel, and "high-fived" each other for their battlefield accomplishment.

They were walking a little bit straighter, taller, and their step had renewed purpose. Their heads were held high, their eyes fixed, perhaps on internal visions from that day captured on the historic painting. They were proud. They'd answered America's call to duty, conducted a critical and successful mission under enemy fire, and returned home as veterans. For these Soldiers, mission accomplished.

MG William H. Johnson, far left, applauds members of the 459th Engineer Company after he presented a limited edition lithograph depicting 459th Soldiers constructing a ribbon bridge under enemy fire in Iraq.



PHOTO: JACK GORDON

NEW AUTOMATED OVERDUE OER MANAGEMENT REPORT NOW ON THE WEB

*By Public Affairs Office
U.S. Army Human Resources Command,
St. Louis*

ST. LOUIS — The U.S. Army's Human Resources Command–St. Louis (HRC-STL) launched a new tool that provides commanders and the G1 community with current information on overdue USAR Officer Evaluation Reports (OERs). The overdue report can be retrieved via Microsoft Excel, using a unit identification code and major command, and provides the capability to sort data as needed. This report standardizes information and assists commanders and human resource personnel by ensuring that OERs are submitted in a timely manner.

Finding the Report

The overdue report is located on the HRC-STL 2x Citizen Web Page. From the 2x Citizen Web page, click on Career Guidance Information; followed by the Evaluations tab (link); this will take you to the Evaluation History Report section.

Or you can type in this link for direct access; <https://www.hrc.army.mil/site/reserve/soldierservices/guidance/EvaluationHistory.htm>. To use these tools you must log in using your AKO user name and password.

This new report is capable of servicing unit administrators, managers and commanders with information that shows when an OER is received. If the evaluations are not received within the established timeline — 120 days after the “thru date” for Reserve Soldiers and 90 days for Active Reserve and Guard Soldiers — an overdue report is created. HRC-STL plans to expand the Web site to include evaluation error reports showing the errors made, with the intent to maximize the quality of reports submitted.

INTERNAL REVIEW OFFICES PRESENTED WITH AWARDS OF EXCELLENCE

*By John Price and Randy Flisak
Army Reserve Internal Review*

Army Reserve Internal Review (IR) offices were recognized in two of four categories during the annual Army Internal Review Training Symposium awards banquet held in Scottsdale, Ariz., in July 2005.

The 75th Division and 90th Regional Readiness Command (RRC) IR offices both received the Award of Merit for Category B, offices with more than one person but less than four. The Army Reserve IR office received the Award of Merit for Category M — major command IR offices. The 108th Division and the 81st RRC were also nominated. These two offices were recognized with a certificate of commendation.

Other categories included: Category A, IR offices with one person and Category C, offices with four or more people. The criteria used to evaluate the offices is based on strength, performance measures, people development, technical proficiency and commander's survey.

IR Awards

Following the Army Internal Review Training Symposium, the Army Reserve IR Senior Leader War Council presented awards for the best Army Reserve IR Office and outstanding individual personnel. Army Reserve Internal Personnel competed in the following categories: Outstanding Full-Time Evaluator, Award of Merit, Outstanding Drilling Reservist Evaluator, and Army Reserve IR Office of Excellence.

The Award of Excellence for Outstanding Full-Time Evaluator went to John P. Stavish from the 99th RRC; the Award of Merit went to both Ansley Starr from the 108th Division and to LTC Charles Mansfield of the 80th Division; the Award of Excellence

for Outstanding Drilling Reservist Evaluator went to LTC William Pataki of the 99th RRC. The Army Reserve IR Office of Excellence was presented to the 84th U.S. Army Reserve Readiness Training Command.

Three Army Reserve IR offices received the Award of Merit: the 99th RRC, 90th RRC and the 80th Division.


WANT TO BE SMRT? JOIN ROA

*By Lou Leto
Reserve Officers Association*

WASHINGTON D.C. — Reserve Officers Association (ROA) members are sponsoring mobilized non-member Reserve officers for one and two-year memberships by signing up for ROA's “Sponsor a Mobilized Reservist Today” campaign. “Sponsor a Mobilized Reservist Today” (SMRT — pronounced “smart”) started during the summer of 2005 as a way for ROA members to thank mobilized Reserve officers, who are not ROA members, for their service and sacrifice.

For non-members, SMRT provides easy access to the ROA family and all the benefits it offers.

To qualify as an ROA member, candidates must be federally recognized commissioned officers, warrant officers, or their spouses from the Army, Air Force, Coast Guard, Navy, Marine Corps, Public Health Service, or National Oceanic and Atmospheric Administration. ROA members, who sponsor mobilized officers for memberships, receive a tax-deductible donation.

For additional information on the ROA's SMRT Program, contact LTC Michael Boone, at 800-809-9448, ext. 727, or email mboone@roa.org. 

CALL TO DUTY Wallet Card Available

By LTC Matt Leonard, Army Reserve Public Affairs

As part of its recently launched "Strength Campaign," the Army Reserve has produced the Call to Duty Wallet Recruiting Card.

The card has two purposes: first, to insure that all Soldiers are aware of current Army Reserve benefits and incentives and second, to serve as a handy resource for our Soldiers to tell the Army Reserve story and share that benefit information with citizens in their communities.

"We need Soldiers at all levels to share their stories because people listen to our Soldiers and respond to them in a positive way," said LTC Jon Dahms, chief, recruiting communications for the Army Reserve. "No television ad can match the power of a heart-felt, face-to-face exchange between current and future Army Reserve Soldiers." Army Reserve benefit information is available online at GOARMYRESERVE.COM.



ARMY RESERVE ★ U.S. ARMY

CALL TO DUTY

For information on joining the U.S. Army Reserve:
GOARMYRESERVE.COM

Or contact a recruiter at
1-800-USA-ARMY, ext. 181

Please Service personnel can visit the
Web site below for information on joining
the Army Reserve: www.GoArmyReserve.com/ps

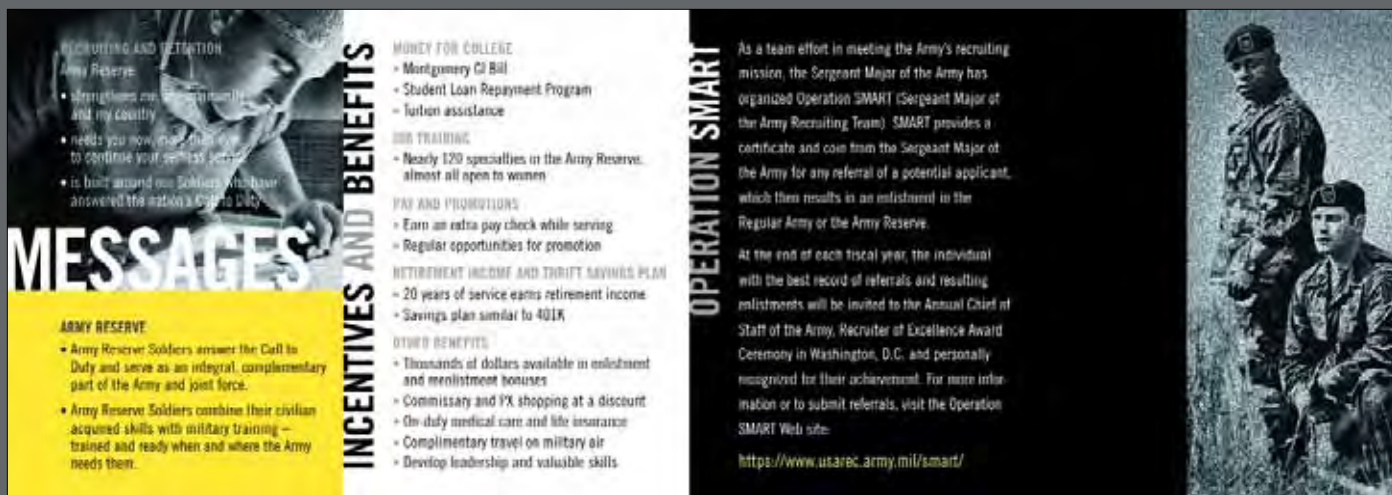
OUR CHALLENGE

THE CURRENT RECRUITING ENVIRONMENT IS THE MOST CHALLENGING WE HAVE FACED IN THE HISTORY OF THE ALL-VOLUNTEER FORCE.

WE NEED SOLDIERS AT ALL LEVELS TO SHARE THEIR PERSONAL STORY OF STRENGTH TO AS MANY PEOPLE AS POSSIBLE: WITH A COLLEAGUE AT WORK, THE PERSON SITTING NEXT TO YOU ON THE BUS, AT YOUR LOCAL SCHOOL'S CAREER DAY, OR OTHER COMMUNITY BASED ACTIVITIES. THERE ARE MANY PLACES WHERE YOU CAN TALK TO FUTURE ARMY RESERVE SOLDIERS AND THE PEOPLE IMPORTANT TO THEM: PARENTS, COACHES, TEACHERS AND CLERGY.

THE ARMY IS ONLY SUCCESSFUL IF **THE ARMY RESERVE** REMAINS A FULLY-MANNED, FLEXIBLE AND VIBRANT FORCE.

HELP ARMY RECRUITING AND SHOW HOW **THE ARMY RESERVE STRENGTHENS ME, MY COMMUNITY AND MY COUNTRY**



MESSAGES

RECRUITING AND DETECTION
Army Reserve:

- strengthens our communities and my country
- needs you now, that's what it's all about to continue your service here
- is built around our Soldiers who have answered the nation's Call to Duty

INCENTIVES AND BENEFITS

MONEY FOR COLLEGE

- Montgomery GI Bill
- Student Loan Repayment Program
- Tuition assistance

JOB TRAINING

- Nearly 120 specialties in the Army Reserve, almost all open to women

PAY AND PROMOTIONS

- Earn an extra pay check while serving
- Regular opportunities for promotion

RETIREMENT INCOME AND THRIFT SAVINGS PLAN

- 20 years of service earns retirement income
- Savings plan similar to 401K

OTHER BENEFITS

- Thousands of dollars available in enlistment and reenlistment bonuses
- Commissary and PX shopping at a discount
- On-duty medical care and life insurance
- Complimentary travel on military air
- Develop leadership and valuable skills

OPERATION SMART

As a team effort in meeting the Army's recruiting mission, the Sergeant Major of the Army has organized Operation SMART (Sergeant Major of the Army Recruiting Team). SMART provides a certificate and coin from the Sergeant Major of the Army for any referral of a potential applicant, which then results in an enlistment in the Regular Army or the Army Reserve.

At the end of each fiscal year, the individual with the best record of referrals and resulting enlistments will be invited to the Annual Chief of Staff of the Army, Recruiter of Excellence Award Ceremony in Washington, D.C. and personally recognized for their achievement. For more information or to submit referrals, visit the Operation SMART Web site:

<https://www.usarec.army.mil/smart/>

ARMY RESERVE

- Army Reserve Soldiers answer the Call to Duty and serve as an integral, complementary part of the Army and joint force.
- Army Reserve Soldiers combine their civilian acquired skills with military training — trained and ready when and where the Army needs them.

Around the Globe

ARMY RESERVE AND AIR FORCE WORKING TO CONSERVE FIGHTING FORCE

By MAJ Dawn Flynn
Medical Support Unit–Europe

RAF LAKENHEATH, England — When “boom” is heard on the battlefield, the next sound often heard is, “medic!” Unfortunately, today’s conflicts do not allow leaders to predict where a medic’s skills may be needed. The Army recognized this gap and developed the Combat Lifesaver (CLS) Course. A combat lifesaver receives medical training and learns hands-on skills that can be used to prevent or treat life-threatening injuries in combat, or any other type of casualty-producing situation. The combat lifesaver has dual roles, which include working independently, as well as working under the supervision of a medic, as an extension of the medic.

Ninety-five percent of the casualties that are successfully evacuated to a medical treatment facility from their point of injury end up surviving their injuries. The key is to provide immediate life-saving interventions in close proximity to the point of injury as quickly as possible. The combat lifesaver, upon completion of the 40-hour intense curriculum, performs these skills. The combat lifesavers’ competencies include: treating a service member who is hemorrhaging on the battlefield by controlling the bleeding; initiating an intravenous infusion line; recognizing, preventing and controlling shock; and keeping the casualty warm before evacuation. These are life-saving skills that contribute to a casualty’s survival on the battlefield.

Until now, this specialized training has predominantly been offered to the ground troops. Because of the expanded role of the Air Force, branches such as engineers, security forces and explosive ordnance disposal units recognize

the need for combat lifesaver skills amongst their airmen. These CLS skills don’t take away from a service member’s primary mission. Being a CLS is an additional duty for those who successfully complete the training.

Several military leaders are so impressed with the CLS that some mandate that all of their subordinates be trained as combat lifesavers before they deploy. The current requirement is only one CLS per squad, but some leaders’ minimal requirements are two per vehicle.

The medical community has turned to the 7th Army Reserve Command (ARCOM), headquartered in Schwetzingen, Germany, to help meet this internally-driven requirement for deploying units from Europe. With more than 65 percent of the Army Medical Department contained in the U.S. Army Reserve, the contribution from Army Reserve Soldiers in meeting this demand is invaluable — and more than just one weekend a month.

// ...today’s conflicts do not allow leaders to predict where a medic’s skills may be needed. //

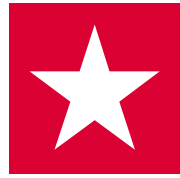
Currently, CLS is the primary mission of the Medical Support Unit–Europe (MSU-E). Deploying U.S. Army Europe (USAREUR) units that lack organic medical assets are fulfilling their CLS requirements through instruction from the MSU-E and 7th ARCOM. The MSU-E has recently completed CLS instruction for over 30 U.S. Air Force Europe airmen at RAF Lakenheath, England. To date, more than 200 USAREUR Soldiers have deployed as CLS with training from the MSU-E and 7th ARCOM in the last 90 days.

Combat Life Savers are multi-component, multi-service, with one purpose: conserving the fighting force. **ARM**

SGT David Deans, an Army Reserve Soldier with the 7th Army Reserve Command’s Medical Support Unit–Europe, secures an Armed Forces of Bosnia and Herzegovina (AFBiH) Soldier onto a litter. Soldiers from the MSU-E demonstrated how to load and unload a casualty into a military vehicle.



PHOTO: SFC DERRICK WITHERSPOON



Chief, Army Reserve's FAREWELL MESSAGE

We Have Begun an Arduous Journey with Great Strides

*LTG James R. Helmly
Chief, Army Reserve
Commanding General, U.S. Army Reserve Command*



When I was sworn in as Chief, Army Reserve, in May 2002, it was evident to me that the Army Reserve was organized, trained, manned and prepared for a set of conditions that no longer existed. At the same time I was confronted with questions about what the Army Reserve was meant to do, why we exist. These questions came from many sources — Soldiers and families, military and industrial leaders, and the general public.

The answer, then and now, is that the Army Reserve exists to serve our Nation in time of war, or any time that our national security requires it. In other words, not just for “big” wars, but whenever our Nation calls us. That answer is a major underlying factor in why we have begun deep, profound, enduring change in the Army Reserve — to ensure we can answer our call to duty under today’s and tomorrow’s conditions, not yesterday’s.

LTG James R. Helmly, Chief, Army Reserve (PHOTO: U.S. ARMY)

Today, our Nation is engaged in a Global War on Terrorism. It is a protracted, asymmetrical war, and those conditions present entirely different challenges. Because of that, we have embarked on a major cultural change in the Army Reserve by reinforcing the Warrior Ethos and dealing with mobilization as a continuum. By now, I think every Army Reserve Soldier is aware of our increased operating tempo. More than 143,000 Army Reserve Soldiers have been mobilized since Sept. 11, 2001. Army Reserve Soldiers are also aware that there are no secure rear areas — every Soldier on the battlefield is in harm's way.

Ground Rules

To guide us in our efforts to build a 21st century Army Reserve, we established several objectives:

- ★ Execute a leader development campaign that recognizes the importance of Army values, personal accountability and responsive decision-making skills
- ★ Integrate more seamlessly with the active component
- ★ Lean-out and streamline Army Reserve command, control, management and support
- ★ Reduce force structure, but maintain end strength
- ★ Reinvest programmed resources to produce increased readiness
- ★ Modernize our manpower and personnel practices, policies and procedures
- ★ Reduce our stationing footprint
- ★ Modernize our equipping strategy
- ★ Execute a cyclical readiness management process

With the above objectives in mind, some of the necessary changes have occurred; some are happening now; and still more changes will happen over the next few years as we evolve into a force that is better prepared to meet the challenges of the 21st century.

Success in this tremendous endeavor requires strong, competent, committed leadership throughout the organization. It will take more than the will and commitment of a few senior leaders. Our success will be proportionate to the direct commitment and participation of all of our leaders, from NCOs to general officers.

Leader Development

Notice that the first objective listed above is to establish a leadership development campaign. I believe how we shape and grow our leaders is one of the most critical challenges we face today. To develop officers and NCOs with the agility and

adaptability needed to lead in the 21st century we began implementing an Army Reserve Leadership Campaign plan in 2004. We initiated a new climate and system for developing our leaders. We now have a Senior Leader Training program, a Company Team Leader Development Course (commander, first sergeant and unit assistant), Leader Development Guides for officers and NCOs with a focus on being a leader as opposed to maintaining a career, and a mentorship program. The senior leader program focuses on instilling the skills needed to lead change in the Army Reserve. Every general officer level command in the Army Reserve has participated in this program over the past two years, including the Army Reserve staff.

Army Reserve Expeditionary Force

I am very proud to say that the Army Reserve today is leading change in the Army. Perhaps nowhere is that more evident than in our implementation of the Army Reserve Expeditionary Force (AREF). We worked closely with the Army to ensure that AREF supports the Army Force Generation (ARFORGEN) model. As a result, AREF applies Army Modular Force doctrine to our programming decisions regarding training, equipping, personnel and facilities. We are able to pursue packaged and cyclic resourcing of our capabilities instead of the outmoded tiered resourcing against a time-phased force deployment list. AREF is the unifying strategy by which our units and Soldiers are organized, equipped, trained and mobilized.

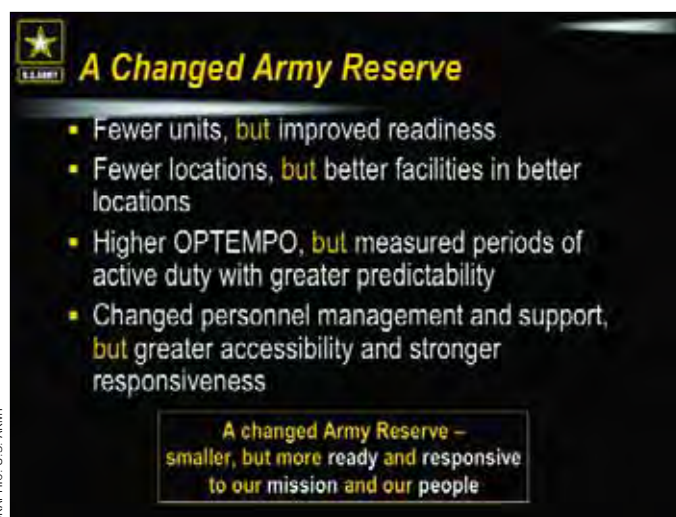
AREF changes the way the Army Reserve generates and prepares trained, ready forces to meet the operational requirements of combatant commanders.

Under AREF a majority of Army Reserve units are assigned to an Expeditionary Force package. The packages move through a 5-year rotational cycle of readiness levels, ranging from reconstitute and train (both individual and collective) to validation and employment. AREF enables us to achieve a high level of readiness in planned, deliberate time periods and provides a means to program and manage the resources required years in advance.

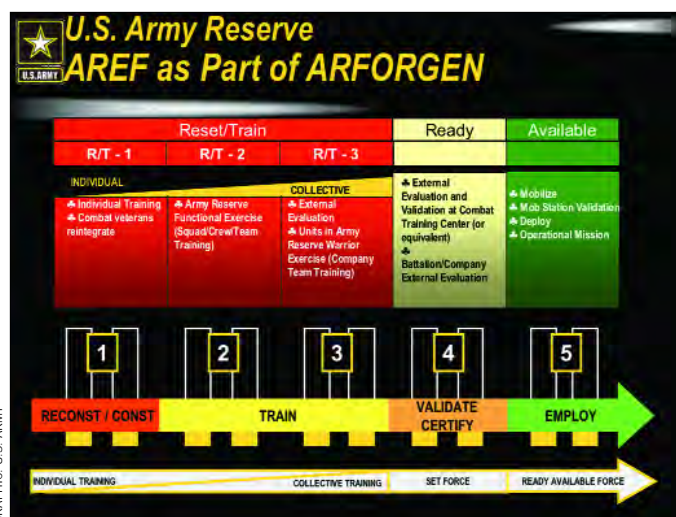
So what does this mean to you and your unit? Under AREF, units in Expeditionary Force packages will have a planned one-year availability period. They will be on call for that year in an available force pool. If your type of unit is needed by the Army, your unit will be among those considered for mobilization. If you are deployed, when you return from mobilization you will go into the beginning of the five-year cycle, and will progressively work through the cycle of resetting, training, and validation, back to the available force pool. Of particular note is

*“... We have embarked on
a major cultural change
in the Army Reserve
by reinforcing
the Warrior Ethos and
dealing with mobilization
as a continuum.”*

LTG JAMES R. HELMLY



A Changed United States Army Reserve.



Army Reserve Expeditionary Force/Army Force Generation.

that if your unit isn't mobilized by the end of the available period, it will still return to the first year of the cycle, and other units will move into the available period.

A good example is a doctor at a hospital. Say he is on call over a weekend — he may or may not get called in to treat a patient, but at the end of the period he hands his pager to another doctor who then is the doctor on call.

Of course, as always, should the need arise, any unit may be called upon whether or not they are in the available period.

Our resourcing strategy will ensure that each unit is trained on the most modern equipment available, and that our deploying units will also have the most modern equipment available.

In 2004 we began applying AREF logic to how we were preparing and resourcing units for deployment. In 2005 about

75 percent of our mobilized units were from AREF packages one and two. In 2006 and the out years, we'll have about the same percentage of mobilized units coming from AREF packages.

When fully implemented the AREF strategy will add rotational depth to our force, spread the operational tempo more evenly throughout our force and add predictability to the processes that support our Soldiers and families. In fact, the many changes we are undergoing all support AREF. Following are some more highlights.

Base Realignment and Closure

The Base Realignment and Closure (BRAC) 2005 recommendations became law in November 2005, providing us an outstanding opportunity to station Army Reserve forces in the most modern, up-to-date facilities possible and to redesign our force. BRAC is a critical element driving how we are reshaping our force, enhancing joint operations, improving readiness, and realizing significant savings.

Under BRAC we will close or realign 176 Army Reserve facilities, and move into 125 new Armed Forces Reserve Centers (AFRCs). Some of these moves have already begun. The new AFRCs will have high tech distance learning and video teleconferencing (VTC) capabilities, fitness centers, family readiness centers and enhanced maintenance and equipment storage facilities. The Army Reserve will complete more than half of these actions by the close of 2008, and the rest by the end of 2011.

In redesigning our force our goals are to streamline our command, control and support structure, and to reinvest non-deployable force structure into deployable units. The changes will be on a scope not seen since World War II. We are going from 18 General Officer Table of Distribution Allowance Headquarters to six. We will disestablish the 10 Regional Readiness Commands (RRCs) that provide command and control, training and readiness oversight to most of the Army Reserve units in their area, and in turn, establish four Regional Readiness Sustainment Commands (RRSCs).

The RRSCs, which are intended to be fully operational by the end of FY09, will provide base operations, administrative and life support to units and Soldiers in a geographical area but will not command operational units. For the first time, the Army Reserve will have all of its operational deployable forces commanded by operational deployable command headquarters. Some of the brigade level units will include maneuver enhancement brigades; sustainment brigades; and engineer, combat support, chemical and military police brigades. The graphics on this page show future Army Reserve changes.

In 2005 we activated the Military Intelligence Readiness Command (MIRC) and the Army Reserve Medical Command (AR-MEDCOM). The MIRC is integrated with the Army

Intelligence and Security Command, and the AR-MEDCOM is integrated with the Army Medical Command. The synergy we achieve will improve the levels of readiness and responsiveness of these high-skilled important capabilities. The AR-MEDCOM will eventually be further converted to a Medical Deployment Support Command.

Well-Being

Since assuming my responsibilities, one of my primary concerns has been the well-being of our Soldiers. Well-being starts at home, ensuring that a Soldier's family is taken care of when the Soldier responds to our Nation's call. To that end, our family readiness program continues to mature. For example, the Army Reserve Family Programs Advisory Council (FPAC) has become the Well-Being Advisory Council (WBAC). This new, dynamic structure supports all five Army Reserve constituent groups: Soldiers, families, civilians, retirees and veterans. Additionally, over the next couple of years we will convert the Army Family Team Building/Army Family Action Plan personnel from contract employees to Department of the Army civilian positions that report directly to Army Reserve family programs directors. We are showing a commitment to families today not seen before — teen programs, marriage retreats (conducted by our chaplains) and robust child care assistance are just some of the highlights.

A recent enhancement to the well-being of our Soldiers and our unit personnel readiness is our Trainees, Transients, Holding and Student account (TTHS). Much of our Soldiers' pride is derived from what they do. They want to be part of the team and contribute to the mission. Selected Soldiers unready for mobilization are now accounted for in the TTHS. This enables Soldiers to contribute in a shorter amount of time, as they are intensively managed by a cadre of personnel specialists who will help them resolve their issues, or initiate separation actions. Since the program's inception in October 2003, more than 15,500 Soldiers have been returned to their unit, ready to answer the call.

Manning the force remains a critical issue. We are making great strides in managing our force and easing the operational stress on our Soldiers with AREF and our retention rates indicate success. However, recruiting will remain a challenge in 2006. Our recruiting and retention personnel continue to aggressively manage the incentive program. There have been increases in just about every incentive, to include enlistment (up to

\$10,000); reenlistment (up to \$15,000); and officer/warrant officer accession bonuses (up to \$6000). We offer selected Soldiers the opportunity to retrain into high-demand, critical-skill areas and receive a \$2,000 conversion bonus.

All of these factors enhance the well-being of our force and help keep it ready.

The Road Ahead

The period we are in today, for the next four to five years, will be one of the most tumultuous periods in the history of the Army Reserve. We are making more changes in how we run the business — where we are stationed (through BRAC), how we are organized, how we train, how we sustain our force — than

we have since World War II. But none of this will succeed to its full potential without the full involvement of our leaders. For those who are truly engaged in making all of this happen, it will be exciting and fulfilling.

Implementing these particular changes is the hallmark of a learning organization, and only by maintaining a learning organization will we be able to continue to evolve to meet the challenges of this century as they arise. We need to develop leaders who are learners, who are innovative and who are not willing to settle for the status quo. I believe we are on track to do just that.

Also, the more we can develop leaders and Soldiers who are fluent in foreign cultures; able to speak foreign languages; wider based not only in the profession of arms, but in the art and science of national security, including insurgencies

and counter insurgency; the more capable we will be of meeting our Nation's needs into the future.

And meeting our Nation's needs is why the Army Reserve exists.

It has been an honor to serve as the Chief, Army Reserve for the past four years. Soldiers in the Army Reserve answer our Nation's call on a daily basis, and serve with distinction, putting their lives in harm's way. They are the epitome of an American patriot, in the finest tradition of the Citizen Soldier. We have begun an arduous journey. The path will not be easy, but we owe it to our Soldiers and their families, and indeed our Nation, to bring about deep, profound, enduring change. God bless our Soldiers and their families. I am proud to have served with you. **ARM**

"Soldiers in the Army Reserve answer our Nation's call on a daily basis, and serve with distinction, putting their lives in harm's way. They are the epitome of an American patriot, in the finest tradition of the Citizen Soldier."

LTG JAMES R. HELMLY



362nd Quartermaster Battalion Serves With Distinction in OPERATION IRAQI FREEDOM

*By Kathryn Roe Coker, Ph.D
Office of Army Reserve History*

(Editor's note: The following is the first in a series of historical vignettes featuring Army Reserve units and their role in the Global War on Terrorism)

The Headquarters and Headquarters Detachment 362nd Quartermaster Battalion (petroleum supply) is located in Kinston, N.C. The battalion's wartime higher command is the 49th Quartermaster Group (petroleum and water) from Fort Lee, Va. The battalion, under the command of LTC Donald Smith, deployed to Kuwait April 8, 2003. Its mission was to provide V Corps and coalition units in Iraq with bulk petroleum products carried in 5,000- and 7,500-gallon tankers.



PHOTO: U.S. ARMY

Soldiers of the 362nd Quartermaster Battalion conduct a tanker to tanker transfer at a forward operating base east of Fallujah, Iraq.

Once in Kuwait the 362nd Qm. Bn. coordinated its task organization with the 49th Qm. Gp. In the end, the task organization consisted of six 7,500 transportation companies and one petroleum supply quartermaster company totaling 360 7,500-gallon tankers. The battalion began moving fuel from Kuwait to locations in southern Iraq.

The battalion made reconnaissance visits to several areas including Baghdad International Airport. An advance party traveled on back roads due to an enemy ambush on an alternate supply route. Traveling on the back roads was dangerous since there were no military police on that route. There was always the possibility of being ambushed or captured.

In late April 2003 an advance party moved to a location in Iraq further north and set up operations. One of the places surveyed for a possible tactical petroleum terminal site was too close to a stockpile of several hundred rockets. The arms were indicative of an Iraqi ammunition supply or distribution point. The night the Soldiers arrived at the new location, U.S. forces engaged the enemy in a nearby civilian town. The Soldiers continually operated in this virtual hotbed. Night tracers and explosions were the norm. The situation was illustrative of what LTG James Helmly, Chief, Army Reserve, said in a recent Welcome Home Warrior-Citizen ceremony. "For the most part the Army Reserve supplies support services, but on today's battlefield there are no front lines. Every convoy is a combat operation — there are no safe secure areas."

On May 14, 2003, the remainder of the 362nd Qm. Bn.'s Soldiers arrived. The site remained volatile as the Soldiers executed their mission. Explosions forced them to don flak vests and helmets. When the site came under a nuclear biological chemical scare the Soldiers went into Mission Oriented Protective Posture (MOPP4). Although they were under constant mortar and direct fire threats, they continued to transfer fuel from the site until late in May 2003.

Because of the changing operational situation, the battalion moved south and set up operations at a new site. The Soldiers continued to perform the battalion's basic mission until the 260th Quartermaster Battalion (petroleum supply) ceased its operations. Then in addition to its normal operations, the battalion began delivering fuel to coalition units located below Baghdad. The battalion remained in its southern location until redeploying through Kuwait from Nov. 15–18, 2003. The battalion demobilized at Fort Bragg, N.C., on Dec. 13, 2003.

One of the major challenges the battalion faced was trying to obtain more equipment that was needed for convoy escort and security. Increased enemy ambushes along the routes that the battalion traveled had already resulted in two fatalities in another battalion traveling those same routes. So the Soldiers devised an internal convoy escort and security force using their Humvees. They obtained locally fabricated machinegun pedestal mounts and mounted them on 12 of the escort Humvees.

Another issue was getting the convoys off the dirt section of a main supply route. The tankers were not intended to travel off road. Working through the 49th Quartermaster Group, the 362 persuaded Army Forces Central Command (ARCENT) to let traffic move around the dirt section of the supply route. But in the meantime, the off road traveling took a huge toll on the battalion's personnel and equipment. Therefore, the maintenance section of every company struggled to keep the equipment running.

In the end, the 362nd Qm. Bn. accomplished its mission. The battalion delivered 61 million gallons of aviation fuel, 6.6 million gallons of diesel fuel, 3.3 million gallons of gasoline and 124,000 gallons of water. The battalion drove a total of 9.2 million miles. As one Soldier said, "Our missions were such that nearly 100 percent of the operational trucks had to be on the road to meet requirements. Essentially, we could barely keep up with the war fighter's thirst for fuel."

In recognition of a job well done, in February 2005 the battalion was awarded the Meritorious Unit Commendation, the Army's second highest unit award. **ARMY**

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Battle-Focused TRAINING

ARMY RESERVE DOCTORS TEACH FRONT-LINE SKILLS

*By MAJ Richard Bailey
399th Combat Support Hospital*

WALTHAM, Mass. — Sixteen Soldiers from the Emergency Medical Treatment and Operating Room sections of the 399th Combat Support Hospital (CSH) and the 912th Forward Surgical Team (FST) participated in a training program conducted at Surgi-Care Inc. on Sept. 16, 2005.

Organized by COL Arnold Scheller and CPT Peter Russo of the 399th CSH, the training was presented in order to familiarize medical personnel who may deploy with the techniques and procedures used in the combat theater of operations.

Scheller, a surgeon, was joined by fellow surgeons, MAJ Timothy Counihan, commander of the 912th FST and CPT Glenn Ross, U.S. Navy Reserve, to serve as primary instructors of the course. The day's training was developed in response to the need for more dynamic medical training at echelon two and three care levels.

"Our goal is to have medical providers from colonel to specialist in the emergency medicine continuum, have knowledge of, and familiarity with, the techniques and procedures commonly seen in battlefield orthopedic medicine," said Scheller.

The day's training was developed in response
to the need for more dynamic medical training at
echelon two and three care levels.



SGT Jonathan Alicea, SPC Sheanna Isabel and CPT Jennifer Callahan, left to right, work at erecting their external fixation frame on the sawbones.

Scheller went on to point out that approximately 70–80 percent of the injuries seen on the battlefield involve arm or leg bone injuries. He added that using external fixation devices is the surgeon-preferred method to stabilize badly injured patients who are being moved between treatment facilities.

After an initial safety briefing, the trainees were given a presentation by Scheller and Counihan on lessons learned in Operations Iraqi Freedom and Enduring Freedom.

The trainees then moved to a dry lab where they were given a step-by-step demonstration on the proper placement of external fixation devices on sawbones — skeletons that mimic the feel of natural bones. After the dry lab, the trainees moved to the wet lab where they were able to practice the same process on a cadaver leg.

Counihan then used one of the cadaver legs to hold an impromptu class on vascular and muscular anatomy. He demonstrated some common surgical techniques that the Soldiers would see in a combat environment.

Stryker Orthopedics, an external fixation device manufacturer, and Surgi-Care, Inc. donated more than \$6,000 in equipment, supplies and facilities to the day's event.

UNIQUE COURSE TRAINS SOLDIERS TO SAFELY HANDLE NEW UP-ARMORED HUMVEE

*By SSG Patricia Deal
Public Affairs Office
84th U.S. Army Reserve Training Command*

To save Soldiers' lives and reduce casualties in Iraq, the Army responded with the up-armored Humvee, designed to protect drivers and passengers from roadside bombs, rocket-propelled grenades and automatic weapons used by insurgents.

While the up-armored Humvee is a welcome defensive measure, it also brings with it new safety considerations. A relatively new addition to Army tactical vehicles in theater, the up-armored Humvee accounts for 22 percent of vehicle accidents and 33 percent of the vehicle fatalities. Of those accidents, 90 percent were rollover events.

A major contributor to these statistics is the fact that the up-armored Humvee is almost 3,000 pounds heavier than the standard Humvee. With this extra weight Soldiers can potentially lose control as they speed through ambush areas in an attempt to avoid threat. Therefore the Army realized that special driving skills training was in order.

"The best way to help prevent or reduce risk is through training. If we are going to make a dent in the rate of up-armored Humvee accidents in theater, it is absolutely vital that our Soldiers receive training on how to safely handle the up-armored Humvee," said Charles Lukasek, chief, Logistics Training Development Division under the Training Development Directorate at the 84th U.S. Army Reserve Readiness Training Command (USARRTC). Lukasek has been involved with others to create the pilot "Train the Trainer" course on the up-armored Humvee.

The five-day course at Fort McCoy, Wis., covers physical differences, functions, safe handling and maintenance of the up-armored Humvee. The 84th USARRTC has outfitted five standard Humvees with steel kits which simulate the weight and physical characteristics of an actual up-armored Humvee.

"There is no other course like this in the military. Some institutions train in the classroom without the up-armored vehicles or they may use sedans or carry-alls. We are the only school that brings classroom and equipment together for a holistic approach to training," Lukasek stated.

"The intent is for the student to gain experience in handling the up-armored Humvee, and then develop a training strategy for their mobilizing unit," said MAJ Paul Grant, senior instructor

in the Logistics Training Division. “We need the training to be as realistic as possible if we’re going to help prevent accidents. This course is definitely a step in the right direction.”

The students drive the simulated up-armored Humvee on the road to become familiar with its accelerating and decelerating characteristics. They also drive through a cone-lined obstacle course testing turning, backing up and braking.

The students receive training on how to perform the operator preventive maintenance checks and services unique to the up-armored Humvee, on all the safety and environmental warnings plus the load planning considerations associated with it. Finally the Soldiers also conduct rollover drills and hasty evacuation exercises.

“There is definitely a difference between handling the up-armored Humvee and a standard Humvee. The additional weight makes it react differently, especially when braking,” said Woodrow Smith, senior training instructor for the up-armored Humvee training course. “The doors are much heavier and it does make a difference in getting out of the vehicle.”

“The added armor was the highlight for me. After being deployed to Fallujah, Iraq, I found that our Soldiers need as much protection as we can get,” said SSG Horacio Enriquez, a combat engineer squad leader with Company A, 489th Engineer Battalion, Hot Springs, Ark. “This type of training allows the Soldiers to have confidence in the equipment they’re using as well as the piece of mind of having that extra armor.” Enriquez added, “it is very important for my unit and, actually, all Soldiers because having the knowledge of the piece of equipment that you’re going to be using will definitely prevent some accidents.”

The 84th U.S. Army Reserve Readiness Training Command has outfitted five standard Humvees with steel kits which simulate the weight and physical characteristics of an actual up-armored Humvee.



PHOTO: CPT MONICA RADTKE

MAINTENANCE TRAINING TO ENHANCE POST MOBILIZATION SUPPORT

By MAJ Sam Cook

Commandant, Regional Training Site–Maintenance
Fort McCoy, Wis.

FORT MCCOY, Wis. — Soldiers mobilizing through Fort McCoy, Wis., indicated they wanted additional training to increase their skills in maintaining the unit equipment required to support their mission in Iraq. Regional Training Site–Maintenance (RTS-M) at Fort McCoy has aggressively accepted the challenge to enhance post-mobilization support by providing maintenance training to Soldiers. RTS-M falls under the 4th Brigade, 100th Division.

Recent integration of RTS-M into the post mobilization training process significantly increased the training value by exposing Soldiers to new equipment, refreshing skill sets, building Soldier confidence and establishing a link for Soldiers to receive technical support while deployed. In addition, family members are being reassured that their loved ones are receiving the training necessary to accomplish the mission.

“I got to see the equipment and put
my hands on what I will be using in Iraq.”
— SGT Travis Blackburn

Soldiers are expected to safely operate and maintain their unit equipment in support of Operation Iraqi Freedom; however, some Soldiers have not been exposed to the equipment because they are either new to the unit or the equipment is newly fielded and shipped directly to theater. RTS-M exposes Soldiers to the equipment prior to deployment by utilizing the latest programs of instruction and diagnostic equipment.

RTS-M provided training to Soldiers of the 322nd Maintenance Company, Arden Hills, Minn., on the medium tactical vehicles, the reverse osmosis water purification unit and the maintenance support device. SGT Travis Blackburn, 322nd Maint. Co., stated, “I got to see the equipment and put my hands on what I will be using in Iraq.”

Soldiers assigned to 428th Quartermaster Company from Warrensville Heights, Ohio, received training on the operation and maintenance of the 6K Variable Reach Forklift. SGT Jason Lustfield, 428th Qm. Co., said, “The training gives the mobilizing Soldiers a jump start on the basics of the equipment they are likely to use.”

The 342nd Postal Company, Rome, Ga., was proficient on their postal handling mission but needed refresher training on maintenance skills since their mechanics were newly assigned. 1LT Eric Rogers, 342nd Postal Co. commander, wanted to ensure that his mechanics were armed with the skill sets required to maintain the company's equipment so that their mission of receiving and distributing mail to OIF Soldiers wasn't adversely impacted.

Maintenance training provided by RTS-M gives Soldiers an excellent opportunity to sharpen skills. SPC Chad Flanagan, radio and communications security repairman, assigned to the 322nd Maint. Co., said, "Even though I'm a radio repairman, the training I received on the 30-kilowatt and 60-kilowatt generators was a great refresher on how to read schematics. If I know how to read a schematic, then I can properly troubleshoot and diagnose faults on any system," he said.

Soldiers who received maintenance training during the post mobilization process also indicated that the training built confidence in their ability to maintain equipment and execute their mission. The confidence gained by Soldiers is a critical step in setting the foundation for success. As a Soldier builds confidence in individual tasks, confidence is established on collective tasks at the squad, platoon, and company level.

SPC Ryan Konig, 322nd Maint. Co., stated, "The training I received during mobilization has undoubtedly prepared me for whatever mission I may face in theater. The standards presented have provided a solid foundation to fall back on in any situation in any scenario of war."

Soldiers who received maintenance training during the post mobilization process also indicated that the training built confidence in their ability to maintain equipment and execute their mission.

Most noteworthy is the effect the Soldier's confidence has on the family. Not only does the boost in confidence strengthen the Soldier's spirit to fight and win but it also reassures families that their loved ones are receiving the necessary training to be successful. During an after action review, more than 50 percent of the Soldiers admitted telling their families that the training was



PHOTO: MAJ SAW COOK

SFC Gerald Kjornes, RTS-M instructor, trains SPC Michael Lambach on how to use schematics to troubleshoot and diagnose faults on a 30kw generator.

valuable. SGT Travis Blackburn, 322nd Maint. Co., said that he called his family and reassured them he was receiving training on the equipment he would be supporting in Iraq.

An added benefit to the training is the relationship Soldiers establish with the RTS-M instructors. The relationship provides a link which enables technical support to extend beyond the platform to the foxhole. Once overseas Soldiers are able to email their instructor a request for technical support and take full advantage of the instructor's technical knowledge, access to publications and automation assets.

Overall, maintenance training at the mobilization station has proven to be a valuable step in the post mobilization process. The training exposes Soldiers to new equipment, builds confidence, reassures families and provides technical support from the platform to the foxhole.



CONTROLLED BURN ADDS REALISM TO FIREFIGHTERS TRAINING

*By SSG Chris Farley
Public Affairs Office
88th Regional Readiness Command*

ONAMIA, Minn. — A small yellow dilapidated house located on Wagdaaki Drive on the Mille Lacs Indian reservation in central Minnesota had been targeted for demolition by the Mille Lacs Band of Ojibwe.

Instead of demolishing the house by means of a wrecking ball or a bulldozer, this particular house's demise would be by fire — a fire controlled and used for training by the 336th Engineer Detachment (Firefighting).

Soldiers from both the Duluth, Minn., and Sturtevant, Wis., Detachments of the 336th gathered to execute a controlled burn training exercise on a cool Saturday in October 2005.

For this training exercise, the 336th would create several fires inside the house and rotate teams inside and out. To make the training as close to real-life fire fighting as possible, boards were placed over the windows to eliminate visibility. Hay was used to fuel the fire because it is easily ignitable and when lit emits large amounts of black smoke.

Often firefighters encounter zero visibility inside a burning building. "Sometimes the smoke is so thick that you can't see your hand in front of your face," said CPT Howard J. Aprill, commander of the 336th Engr. Det. This adds training value because it shows Soldiers what they might encounter in an uncontrolled fire.

Thick grey and black smoke curled outside of the entrance the team crawled through. On their knees and staying close to the floor, the Soldiers searched the house and located the fire. The Soldiers monitored and examined the flames and how they reacted and moved within the house structure. The fire would then be extinguished to the degree it could be easily started again. The next team would move in after the first left and conduct the same training drill.

"We don't get a whole lot of training opportunities like this, so when we do, we have to make the most of it," said SGT William F. Vanaxen, a firefighter with the unit. The day before

the live fire, Vanaxen said his unit rehearsed and performed dry runs, working on the basic skills that the unit might be rusty on.

When any of the teams were inside the house, a Rapid Intervention Team (RIT) was standing outside on watch with an attack hose just in case the team inside needed assistance.

"It's the built-in redundancy from a safety perspective. Today, we have that luxury. When we were in Iraq, we didn't always have that. Sometimes we had all teams, all firefighters engaged at the same time," said Aprill.

The unit deployed to Iraq in January 2003 and redeployed in February 2004. On Nov. 2, 2003, the 336th Engr. Det. responded to an emergency call of a CH-47 Chinook helicopter taking hostile fire and subsequently crashing in Al Fallujah, Iraq.

"We brought all our extrication tools and we managed to save two Soldiers that day," said Vanaxen.

The tools used for the rescue, such as the Jaws of Life, were purchased and issued by the 88th Regional Readiness Command right before the unit deployed.

Since its' redeployment, the unit has successfully reconstituted and reorganized. This controlled burn would be the first time both detachments have come together since some of the Soldiers deployed. SGT Eric J. Makowski, a firefighter with 336th and an employee of Mille Lacs Band of Ojibwe, helped arrange the donation of the buildings to the firefighter unit for the controlled burn exercise.

"This is great. It builds camaraderie. You're actually doing the job you're supposed to be doing and you get some experience dealing with the real thing," said Makowski.

Aprill said the training presented opportunities in working on both Soldier and firefighter tasks. "All of these are high pay-off tasks and you can talk about it on the dry eraser board at the reserve center, but the only way you get proficient at it is to suit up and get dirty."

"That's our goal here at the end of a battle assembly, to send our Soldiers home dirty and tired. If we do that as leaders, we've succeeded," he added.

By the end of the day, after all the teams had rotated in and out, the fire consumed everything on the house that wasn't resistant to its flame. The teams sprayed the house and its surrounding areas with water so that the contagious flames couldn't spread beyond the house or reignite. When the fire was extinguished, the house had no indication of its original yellow color or placard house numbers. The only remnant of the house was its rectangular dimensions, filled like a sand box of cinder and ash.

SPC Gregory Bresnehan, in front of hose, sprays the fire with SPC. Cher R. Tesmar, backing him up on the attack hose. Both Soldiers are participating in a controlled burn exercise.

(PHOTO: SSG CHRIS FARLEY)

DRIVERS RODEO COMPETITION EMPHASIZES WARRIOR TASK SKILLS

*By SFC James Lilly
210th Mobile Public Affairs Detachment*

GULFPORT, Miss. — With an Army-wide emphasis being placed on warrior task skills, the 81st Regional Readiness Command (RRC) added the Improvised Explosive Device (IED) convoy course and M16 range to their 2005 Drivers Rodeo competition. The event was held in Gulfport, Miss., June 20–24.

This is the first Drivers Rodeo that the 81st RRC has held since 2002, because many Soldiers have been mobilized in support of the Global War on Terrorism (GWOT).

The 3rd Battalion, 345th Regiment (Training Support), an Army Reserve unit from Fort Gillem, Ga., ran the IED convoy range. The unit falls under the 4th Brigade, 87th Division.

“We designed this training based on Coalition Forces Land Component Command guidance and reports from the Center for Army Lessons Learned, or CALL,” said SFC Darrell Welch, of the 3rd Battalion. “We try to keep this course current by adding scenarios as convoys in theater experience different kinds of attacks. The students here at the Drivers Rodeo are getting a condensed version of our course. They have a block of classroom instruction in the morning and then drive the course in the afternoon. The training we give to mobilizing troops takes three days to complete.”

Graders from the 3rd Battalion ride in the convoy and the students are graded on collective and individual tasks. The scores they receive are added to their overall score.

“I have been deployed to Kuwait two times and many convoys were hit with small arms fire,” said SGT Lisa Mason, 803rd Quartermaster

Company, Opelika, Ala. “When this happened, it seemed like not all the Soldiers knew what to do. They did what they were told, but this training helps you understand why you are doing what you are being told. Everyone deploying should go through this course.”

“The IED course was very good training,” said SPC Kenntarri White, 314th Press Camp Headquarters, Birmingham, Ala. “I learned a lot of things, like who covers what area when providing 360 degree coverage around a vehicle when you dismount. I want to take this training back to my unit and share this information.”

The purpose of the Drivers Rodeo is to train Soldiers in support of the GWOT operations, enhance convoy survivability skills and IED reaction, and to train key transportation related battle drills. The event also serves to enhance professional development and increase family support of Soldiers.

Taking top honors in the multi-event competition was SGT Genaro Porrata, 146th Transportation Detachment, Orlando, Fla. He placed first in the Light Category Wheeled Vehicle Driving Course and had the highest combined score from the other five events: material handling equipment course, preventative maintenance checks and services test, IED convoy exercise, laser marksmanship training system, a 25 meter M16 laser marksmanship range, and a written examination.

SPC Ashley Brown (foreground) and SGT Thomas Wilkins provide 360 degree coverage during a dismount when their convoy stopped for a possible IED in the road ahead.



PHOTO: SFC JAMES LILLY

SMALL ARMS READINESS GROUP AIMS FOR SOLDIERS SURVIVABILITY

By SGT Gary A. Witte
300th Mobile Public Affairs Detachment

FORT GILLEM, Ga. — COL Byron D. Jackson, who in civilian life is a sheriff's SWAT team leader with more than two decades of law enforcement experience, had reason to feel like an authority on firearms.

Then he became commander of the Small Arms Readiness Group (SARG) at Fort Gillem, Ga.

"I thought I was knowledgeable," Jackson said. "But I found out I was a first grader and these guys were PhDs. They can talk to anyone about marksmanship."

Initially formed in 1995 to train Reserve Soldiers on basic weapons skills, the unit is now adding hundreds of instructors and its mission reaches throughout the Army.

SARG instructors use the latest technology and time-tested methods to teach Soldiers proper shooting techniques and how to use a variety of weapons. The way members of the unit describe their work, it could be called survival instruction.

"Marksmanship is one of the basic skills," MSG Richard R. Kalina II said. "If you can't defend yourself and your comrades, then you sure aren't going to be able to complete the mission."

Kalina was an aircraft mechanic before he activated with the unit in 2003 and is now the NCO in charge of instructor development. He noted several members of the unit have earned the President's 100 marksmanship tab, Distinguished Rifleman or Distinguished Pistol badge. In many cases the instructors have a combination of awards.

The unit's reputation has grown, particularly after it began assisting incoming West Point Military Academy cadets. Before SARG arrived in 2000, about half of the new cadets weren't qualifying on the rifle range, Unit Administrator SFC Jesse Thompson said.

After SARG held initial training, 87 percent of the cadets qualified, he said. Then after a remedial course, all of them passed. "From that day forward, we were more involved with everyone," Thompson said.

In 2003, SARG became part of a test to integrate weapons instruction teams into active duty units, dealing with issues such as training cadre and range assistants. The test at Fort

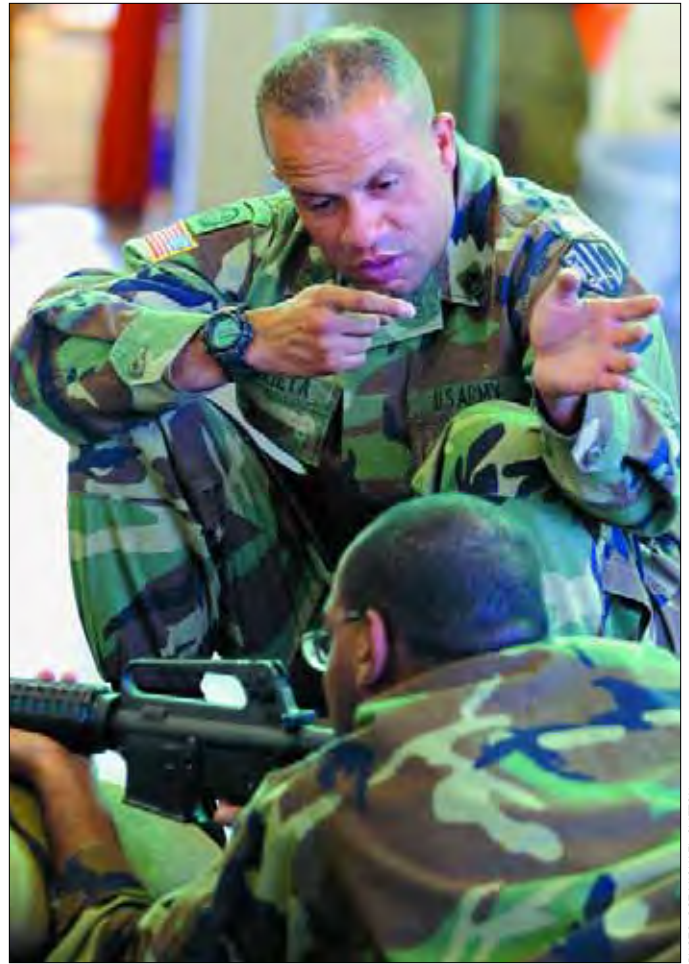


PHOTO: SGT MICHAEL CLIFTON

SSG Carlos V. Arrieta Jr., an instructor with the Small Arms Readiness Group, explains marksmanship techniques to a Soldier.

Stewart, Ga., went so well that the plan expanded to seven different bases throughout the country, Kalina said.

"We knew we needed to have more of an effect on the Army community," he said. "Whatever the installation needed as far as marksmanship requirements, we were able to fulfill the need."

Hands-on weapon training doesn't necessarily mean a trip to an outdoor range for SARG instructors or their students. A high-tech alternative sits on the concrete floor of the unit's home, a former warehouse.

These mobile electronic devices — known as the Laser Marksmanship Training System (LMTS) — combine computers, laser-sensitive targets and small pop-up silhouettes to create a range free of weather or logistic problems.

The laser attachment goes in the barrel of the Soldier's weapon and is set off by pulling the trigger — without the need for a bullet. The instructor uses a laptop computer to show the student where he or she is hitting and explains needed corrections.



SSG Eric C. Barker practices his aim using the Laser Marksman Training System attached to his weapon.

A similar, larger system is the Laser-Convoy Counter Ambush Training (LCCATS), which incorporates full-sized silhouettes that can be set up in buildings, the outdoors or anywhere else. “Whereas the LMTS is used for zeroing weapons and initial skills training, the LCCATS is designed for practical exercises and range practice,” Kalina said.

Because the systems are mobile, instructors can take them to bases around the country. The systems also reduce the use of expensive ammunition.

SPC Nilsson P. Riley, a former infantryman who has been an instructor for more than a year and a half, said the flexibility of LCCATS makes for realistic training.

“You can take it out to the field or set it up in your drill hall,” said Riley. “The targets pop up just like the enemy pops up.”

Another tool is the Engagement Skills Trainer (EST), which provides virtual “shoot/don’t shoot” situations. The system uses interactive video projections, similar to those used by law enforcement, which can be changed by instructors at the click of a mouse.

Kalina said the EST is chiefly used by squads to practice reactions under fire. “There are tons of scenarios to choose from,” he said. “It’s up to the squad leader to initiate the attack or the defense.”

Instructors don’t always use high-tech equipment. Old-fashioned practices, such as a coin balanced at the end of the student’s barrel to make sure they don’t jerk the rifle, still make for clear lessons.

Riley said hitting where you aim relies on essentials — proper breathing, sight picture, trigger squeeze and a steady position. “There’s not one part that’s more important than the other. It all goes back to basics. It all goes back to what you learned in basic

training,” Riley said. “If you don’t use those four fundamentals, then it doesn’t matter if you have a good trigger squeeze.”

By practicing basics, such as firing at the natural pause of their breath, Soldiers can learn to relax and improve their shooting, Riley said.

And while the rifle is familiar to every Soldier, Kalina said the experiences of those who have faced hostile fire shows the importance of cross-training with different weapon systems.

Kalina said Soldiers have to be prepared to load, unload, correct malfunctions and engage the enemy with any of the weapons listed in their Manual of Common Tasks (Soldier Training Publication 21-1), because in combat they will probably have to pick up an unfamiliar weapon. “It’s not a question of if they are in that situation. It’s when they are in that situation,” Kalina said.

He cited an incident where military policemen were ambushed in Iraq and forced to fight using various weapons — including rocket launchers and a .50 caliber machine gun.

Putting the SARG teachings into practice involves a reorganization that has been underway for the past two years, according to Kalina. “Where previously, instructors focused on teaching units, SARG will become a force multiplier by training trainers.”

A five-phase program will develop small arms trainers from within units, who will then share their knowledge with other Soldiers. The training involves subjects ranging from crew-served weapons to developing squad-designated marksmen. “We are now at the foundation of being able to touch the entire force,” Kalina said.

In order to accomplish this, the 46-person unit will expand this year to more than 400 people. SARG members said they are looking for experienced Soldiers, E-6 to E-7, with a demonstrated proficiency with weapons, preferably with a background from a combat arms branch. “We’re going to be in a heavy recruitment process,” Kalina said.

As they add new faces to their ranks, the SARG commander is visibly proud of the people he has working for him. “This is the strongest group of NCOs I’ve ever met,” Jackson said. “Most of these guys can be sergeants major in any other place. They can talk to anyone about marksmanship.”

The unit administrator, a Vietnam veteran with 37 years in the Army, also gave his endorsement. “Of all the units I’ve been in, the Soldiers and people in this unit are probably the best outside my combat unit,” SFC Jesse Thompson said. “Our total focus is Soldier survivability in combat.”

Those interested in joining the unit should call SGM Kevin Hills at 404-469-7914. Candidates are interviewed and screened by the sergeant major instructor team.

ENGINEER SOLDIERS BUILD FIELD OF DREAMS

By MSG Richard Lambert
Public Affairs Office
94th Regional Readiness Command

WRENTHAM, Mass. — The sound of large earth-moving machinery and a thick silt dust blew across a hot humid field as Soldiers of Company B, 368th Engineer Battalion, broke ground at the William Rice Sports Complex, in Wrentham, Mass., Aug. 2, 2005. The 368th is an Army Reserve unit from Londonderry, N.H.

Light brown clouds of dirt dusted the Soldiers as the D-7 bulldozers pushed the 621B pan scrapers to clear the field and future parking lot of the complex.

“Dozer-assisted scraping is when you push the scraper with the dozer so it can get a bigger cut in the ground. The scraper does not have the power of the dozer,” said SSG Chris Belcher.

“It can move lots of dirt with this method,” said 1LT Kyle Bogardus.

Engineers moved the dirt intentionally and constructed a barrier of more than 650 hay bales to block unwanted movement of the earth by the weather.

“The hay bales were required by the Environmental Protection Agency because of soil erosion. If we have heavy rain the soil will be stopped by the hay bales,” said PVT Chris Mahoney.

Every hay bale had to have a wooden stake in it to secure it to the ground and Company B had already pounded 250 stakes into the bales before the scraping work began, according to SGT Jose Cardenas.

“Staking the hay bales has to be done, it is part of the mission,” said PVT Thayer Russell, as he pounded in the wooden stakes with a huge wooden hammer.

“This is a good solid horizontal construction project. It gets the Soldiers out in the community where people can see you,” said LTC Raymond Prisk, 368th Engr. Bn. commander.

“This project has been the bread and butter of the Civic Action Projects. The town provides the supplies and the Porta-Potties and we provide the manpower and equipment,” said Prisk.

“Without the help of the Army this would not happen.” —Jeff Plympton

According to Prisk, Company B just received the equipment from Puerto Rico. This project would be a good exercise of the equipment.

Soccer fields, a Babe Ruth baseball field, four basketball courts, a lacrosse field, horseshoe pits, a parking lot with lighting, and a walking track that encircles the entire complex are among the planned areas to be built, according to Jeff Plympton from the Wrentham Recreation Committee. “We have been working at this very hard and the Army is doing a great job. Without the help of the Army this would not happen,” said Plympton during the groundbreaking ceremony.

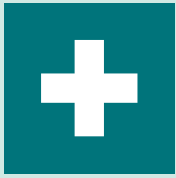
“The project started back in 1994. It took six years to acquire the land and get it designed,” said John Jackson, co-chairman for the project. According to Jackson he wanted the town park to be the social hub of the town. “There will be a lot of green space down here when it is completed. You will be able to throw a Frisbee or fly a kite,” said Jackson.

“You have built a field of dreams for our children. This effort would not be possible without Bravo Company Engineers,” said Steve Langley, Chairman of the Selectmen of Wrentham. “This has been the dream of a town. It will be the jewel of the town of Wrentham,” he said. **ARM**

Heavy equipment from Company B, 368th Engineer Battalion, moves the dirt in the “Field of Dreams” while SPC Ryan McDonald pounds stakes into hay bales with a large wooden hammer.



PHOTO: MSG RICHARD LAMBERT



Army Reserve Chinooks



PHOTO: SSG JEFFREY MASON

Flying High for Pakistan Relief



*By Chuck Prichard
Army Reserve Public Affairs*

SLAMABAD, Pakistan — Members of Company B, 7th Battalion, 158th Aviation Regiment, an Army Reserve unit from Olathe, Kan., had just arrived at their mobilization station to prepare for a deployment to Afghanistan when their mission was literally shaken up.

Instead of training up and heading into the Afghan war zone later, the unit's 200 Army Reserve Soldiers and 14 Chinook helicopters were sent almost immediately to the other side of the Safid Mountain range to help provide relief to the victims of a powerful earthquake that struck Pakistan in early October 2005.

"This mission was tailor made for us," said unit commander MAJ Walter Bradley. "The roads are impassable. The only way to move anything is by aircraft. And our Chinooks are the aircraft best suited for these conditions."

The earthquake registered 7.6 on the magnitude scale and struck the area on Oct. 8, 2005, killing 86,000 people, injuring 69,000 and leaving an estimated four million homeless.

Co. B arrived on the scene two weeks after the earthquake struck. "It is difficult to find words to adequately describe the destruction," Bradley said. "We go some places that don't look too bad. But there are some villages that don't have a single building left standing. It is absolutely incredible. Yet, these people have the resolve to pick up the pieces and move on with their lives."

The Pakistani government is calling the relief effort "Operation Lifeline." Co. B continues to be a vital thread in that lifeline, providing 75 percent of the flights ferrying supplies into the remote mountain villages and evacuating residents who are unable to withstand the austere conditions.

"Every mission that we fly is at max weight and max capacity. If you can name it, we have probably hauled it," Bradley said before rattling off a list of supplies his aircraft have carried. "Baby formula, tents, roofing materials, medical supplies,

A Ch-47 Chinook helicopter from Company B, 7th Battalion, 158th Aviation Regiment squeezes into a tight landing zone on the mountain side village of Chakama, Pakistan to deliver tents.

flour, grain and construction materials. The list goes on and on. We have moved more than 10 million pounds of relief supplies and it shows no signs of letting up.”

Co. B’s helicopters have logged more than 2,000 flying hours and moved more than 5,000 passengers since arriving for the mission. “There are no days off. We have to keep flying because there is still a critical need for everything. Our maintenance crews are doing a fantastic job of keeping us in the air. We don’t have the luxury of down days for maintenance,” Bradley said.

While it might seem boring to haul an endless stream of supplies, Bradley begs to differ. He classifies each mission as an adventure. “The conditions are constantly changing. We flew into a village in the morning and had a hard time landing because of the brown out from the dust. Then, when we went back to the same village in the afternoon, we had to contend with white-out conditions because of snow,” he said.

The mountain elevations also call for skill flying, Bradley said. “Our ceiling is 14,000 feet. We can’t fly above that altitude without oxygen. Many of our missions are just below or right at that threshold.

LTG James Helmly, chief, Army Reserve, characterized this as one of “the tough and demanding missions that the Army Reserve increasingly has to be prepared to do.”

Given the abrupt mission change and rapid deployment following mobilization, Co. B clearly was prepared. The Soldiers of the unit have adapted to the situation and are performing well. “The real key was training under demanding conditions prior to mobilization,” Helmly said.

[RIGHT] Pakistani soldiers carry tents to the Army Reserve Chinooks at Chakala Air Base, Pakistan.

[BELOW] A Ch-47 Chinook helicopter from Company B, 7th Battalion, 158th Aviation Regiment delivers food and supplies to the cut off village of Dhanni, Pakistan.



PHOTO: 1LT CHRIS RUFF

“We have moved more than 10 million pounds of relief supplies and it shows no sign of letting up.” — MAJ Walter Bradley

It is unclear how long the unit will be involved with the relief effort or whether it will eventually be sent to its original mission in Afghanistan. “We’ll see how that plays out. But, for right now, we have a robust mission and are loving every minute of it,” Bradley said.

“I don’t think any other mission could be this rewarding for us. We have large American flags painted on both sides of all of our Chinooks. When we land in these villages the people point to the flags and let us know how grateful they are that we have come to help,” Bradley said. **ARM**



PHOTO: MSG GREG DEIMEL

[RIGHT] Relief goods delivered in earthquake affected areas near Behri, Batagram and Nausrhi, Pakistan included tents, flour, peas and olive oil.



PHOTO: MSG GREG DEIMEL

[LEFT] Pakistanis receive tents from a Ch-47 Chinook at Jarid, Pakistan as part of the relief effort.



PHOTO: MSG GREG DEIMEL

[BELOW] SPC Nathan Hagen, a flight crew member with Company B, 7th Battalion, 158th Aviation Regiment, prepares a Pakistani family for the flight to a refugee relocation center. The families' home was destroyed by an earthquake.



PHOTO: U.S. ARMY

[LEFT] Army Reserve flight engineer, SPC Joshua Hutchinson, Company B, 7th Battalion, 158th Aviation Regiment, stands on the back ramp of an Ch-47 Chinook as it prepares for takeoff to deliver tents to the remote areas of Pakistan.



PHOTO: MSG GREG DEIMEL



Update on OPERATION IRAQI FREEDOM



PHOTO: SGT JASON MIKEWORTH

A Soldier salutes during the opening ceremony for the SGT Matt Maupin Computer Lab at Logistical Support Area Anaconda. Carolyn and Keith Maupin, the parents of the sole remaining captured U.S. Soldier, helped make the lab possible by donating 90 computers.

“We open the doors to this facility with the hope that Matt will be found soon.”

—BG Yves Fontaine

Computer Lab Dedicated to SGT Matt Maupin

*By SGT Jason Mikeworth
207th Mobile Public Affairs Detachment*

LOGISTICS SUPPORT AREA ANACONDA, Iraq — The Soldier’s Creed says “I will not leave a fallen comrade.” These words are carried out by the actions of Soldiers everyday. SGT Keith Matthew Maupin, the only U.S. Soldier still listed as captured in Iraq, has not been forgotten by fellow Soldiers serving at Logistical Support Area (LSA) Anaconda. A new computer lab at the education center has been dedicated to him.

The SGT Matt Maupin Computer Lab officially opened on Sept. 19, 2005. The lab was made possible by the donation of 35 computers by Maupin’s parents, Keith and Carolyn Maupin. Another 55 donated computers will be used to set up the SGT Matt Maupin Internet Café at LSA Anaconda.

Maupin, from Batavia, Ohio, is assigned to the 724th Transportation Company, Bartonville, Ill. Maupin deployed to Iraq in February 2004 in support of Operation Iraqi Freedom. One of his chief complaints during phone calls home was the difficulty he had accessing a computer to email home.

On April 9, 2004, the one year anniversary of the fall of Baghdad, Maupin was on a convoy to deliver fuel when it was attacked near the Baghdad International Airport by a force of nearly 200 insurgents. They attacked with small-arms fire,

rocket propelled grenades, machinegun fire and improvised explosive devices. Shortly after the attack, Maupin's status was listed as "whereabouts unknown."

On April 16, 2004 Maupin was shown alive in a video on the Al-Jazeera television network. His status was officially changed to "captured."

"This lab will allow all warriors who are serving in Iraq to stay in touch with their families, pursue education, or simply enjoy some personal time surfing the World Wide Web," said BG Yves Fontaine, the commander of the 1st Corps Support Command and LSA Anaconda. "We open the doors to this facility with the hope that Matt will be found soon."

The computers are dedicated for Soldiers' personal use, said SGM Angela Adams, 301st Corps Support Group (CSG) and the NCO in charge of the education center. She also noted the marked improvement over the previous set up.

"We used to have 10 laptops that everyone was using," Adams said. "We've had about 8,000 users so far and that was just on our little laptops."

Adams envisions more Soldiers being able to complete online college classes as well as correspondence courses.

"Now we'll get more users, and the system is so much faster. It'll give them more services," said Adams. "From 10 to 35, you just can't beat it."

Some special improvements had to be made at the education center to accommodate the gift, said MSG Marcus Williamson, a communications section chief from the 301st CSG. Extra power and additional internet service lines had to be wired into the computer lab.

Along with college classes and email services, Soldiers are able to use instant messaging programs, download pictures from home

and even use webcams to chat with family. "They can download stuff, but in the evening the system will check itself and erase whatever is not part of what we put in," said Williamson.

Each computer had its hard drive 'ghosted' so every system will have the same software. They also feature a picture of Maupin as the background image to remind Soldiers he is still held captive.

"These are a dedicated resource to bridge the communication gap," said Fontaine. "Direct communication services provided here will give families and Soldiers the ability to share strength, courage, determination and pride. It will keep fathers in touch with daughters, mothers and sons, and husbands and wives."

Quoting the motto of the National League of POW/MIA Families, "Not Forgotten," Fontaine spoke of Maupin and what the computer lab symbolizes. "The story is told about Matt, that he is a proud Soldier, who knows his duty and does not shirk it. He is loved and missed by everyone who knows him. Our country remains dedicated to finding Matt. The efforts of this lab are representative of the respect and concern our nation has for finding him," the general said. "The systems are for the exclusive use by Soldiers, and all bear a picture of SGT Maupin as a reminder that he is still out there waiting for us."

High Value Targets Caught Near Logistical Support Area Anaconda

By SGT Mitch Armbruster
207th Mobile Public Affairs Detachment

LOGISTICAL SUPPORT AREA ANACONDA, Iraq — Drivers kill the white light coming from the humvee's headlamps while the Soldiers on the truck put on their night vision goggles. The element of surprise is a Soldier's best friend when looking for high value targets (HVT) in Iraq.

Soldiers from the 100th Battalion, 442nd Infantry Regiment used air assault support and the cover of night to perform Operation Cobra Strike II just outside of Logistical Support Area (LSA) Anaconda.

Cobra Strike II was the follow up mission to Operation Cobra Strike in July 2005. Cobra Strike's main purpose was to find HVTs in the villages outside of LSA Anaconda. Cobra Strike II led the Soldiers of the 442nd Inf. Regt. back into one of the villages. The operation lasted two days.

"The first day was an air assault mission with 40 Soldiers and four helicopters," said CPT Doug Hill, company C commander of the 100th Bn., 442nd Inf. Regt.

Soldiers at the new SGT Matt Maupin Computer Lab have 35 computers to use during their deployment to Iraq which will allow more services for the Soldiers.



PHOTO: SGT JASON MIKEWORTH

PHOTO: SGT MITCH ARMBRUSTER



Soldiers of the 100th Battalion, 442nd Infantry Regiment escort a detainee to a humvee during a cordon and search as a part of Operation Cobra Strike 2 just outside of Logistical Support Area Anaconda.

The second day, Soldiers moved through the village with force to perform a cordon and search. "It was a long haul between some of the houses," said SGT Faamao Asalele, a team leader in second platoon. "It was a successful mission. We detained several people." Asalele's team escorted a K-9 unit the first day and was part of the cordon and search the next.

"We moved in, we owned the night, and we detained multiple individuals. We got good information on anti-Iraqi forces and found various small arms," said SPC Reed Kotake, an information operations specialist. Getting insurgents and weapons off the streets made the villages safer for everyone. "We took guns out of the hands of the bad guys and helped our guys in the field," said Kotake.

Soldiers of the 100th Bn., 442nd Inf. Regt. help the occupants of Anaconda, but they are also working to make the lives of the citizens around Anaconda better.

"Getting out in the field and interacting with the people, we realize there are people out there too. It's nice to be able to interact with these individuals and realize you are doing something good for this country, helping the citizens of Iraq and making life better for everybody," Kotake said.

"We had a lot of moving parts: the Air Force's Office of Special Investigations, K-9 teams, predator aircraft, attack aviation, lift aviation and other battalion assets," Hill said. "Soldiers like any kind of big operation because it's a chance for the entire platoon to work together."

The Soldiers of the unit conveyed their satisfaction of a good mission through their mood and camaraderie. "It was a lot of fun and it reminded me of why I joined the Army. It's nice to get out there and do my job," Kotake said.

The 100th Bn., 442nd Inf. Regt. Soldiers detained some important targets and got valuable information that will help them with later missions. The speed and vigilance of the Soldiers allowed them to have a successful mission detaining HVTs.

Delivering Vital Fuel Sustains U.S. Military Operations

By SGT Jason Mikeworth
207th Mobile Public Affairs Detachment

CAMP AL TAQQADUM, Iraq — The 146th Transportation Company at Camp Al Taqqadum, Iraq, has delivered vital fuel supplies to sustain the ongoing military operations around the towns of Fallujah and Ramadi.

Over the last three months, the 146th Trans. Co. has completed more than 94 missions to get about 5.6 million gallons of fuel to customer units.

"Fuel is the heart of the mission here," said 1SG Nadia Kirschman. "Without us delivering fuel to everyone they won't be able to do their missions, go anywhere or run their generators."

"I think any transportation company will tell you that delivering fuel is a highly difficult mission," said CPT Eryth Zecher, the unit commander.

Because of a high degree of cross-leveling, upon mobilization the unit had about 72 Soldiers assigned that were not qualified truck drivers. They attended a military occupational specialty (MOS) school to become motor transport operators, completing the training in April 2005. After finishing their general mobilization training at Fort Bliss, Texas, Zecher had her unit undergo an additional six weeks of driver training.

"We had a separate training program where we sent the Soldiers out on the 62 beautiful miles of Fort Bliss," Zecher said. Soldiers practiced day and night driving, fuel drops and trained to react to various attack scenarios.

SPC Bryn Lutz, 146th Transportation Company, test fires his M2 .50 caliber machine gun before performing gun truck duties on a combat logistic patrol.



PHOTO: SGT JASON MIKEWORTH*

Safety is a top priority for Soldiers of the 146th Trans. Co. Area roads can cause a lot of damage to vehicles during their 15-hour combat logistics patrols, Kirschman said. Enforcing sleep plans is one way the unit mitigates the fatigue that can set in during long missions. Constant maintenance of the vehicles helps minimize risks Soldiers can face while delivering fuel. "They spend an extraordinary amount of time doing pre-combat inspections and pre-combat checks," Zecher said.

"I work a lot with our maintenance personnel to make sure the trucks are up," said SFC Darryl Gray, truckmaster. "We also emphasize that the drivers do their checks on the trucks every day before they go out on a mission."

Additional driver training classes are routine as well. On days that the unit is not performing a combat logistic patrol, squad leaders conduct safety training to enhance the unit's overall driving skill. Before leaving the camp, each Soldier is briefed on the specific details of the mission. "We get a convoy brief of any intelligence that's out there, if there are any dangers or detours to accomplish the mission," said SPC Alfred Vasquez.

Soldiers of the unit take pride in accomplishing their missions. "I feel I'm doing a great deal to help the Soldiers I'm here to support," Vasquez said. "The team is great. The drivers, platoons, squads, sections — the team work is there. The communication is great."

"We were all just Soldiers who came together for training in order to deploy and do our mission." —CPT Eryth Zecher

Vasquez, who originally was a light wheeled mechanic before becoming a motor transport driver, said the transition into a new MOS has been good. "The classes were great. The education in this field was great. The instructors were fantastic," he said.

Joining a new unit was challenging at first for Vasquez. "It took some time to get a feel for everyone, to see where everybody was coming from, how they carry themselves," he said. "But now it's really smooth."

Nearly 75 percent of the unit members were Soldiers cross-leveled from other units and jobs, Zecher said. This presented an array of challenges and opportunities. "One of the first things we did was throw out the term 'cross-leveled' so that there was no distinction between Soldiers who were organic to the 146th Trans. Co. and everyone else who came in," Zecher said. "I think that helped a lot. We were all just Soldiers who came together for training in order to deploy and do our mission."

"With the stress everyone endures here, sometimes tempers can run a little higher than normal," Kirschman said. To help keep

the peace and reduce friction, Kirschman said she constantly talks to her NCOs. She also spends a lot of time talking with her Soldiers one-on-one to get a feel for what she can do to help. "It's hard to send them out night after night knowing they can face danger," Kirschman said. "Every once in a while I go out on convoys with them to see how they're doing."

Zecher said she is constantly amazed by the performance of her Soldiers. The first sergeant was equally pleased. "They're doing a fantastic job," Kirschman said. "There's no doubt about that."

872nd Maintenance Company Keeps the Army Running in Diamondback, Iraq

*By SSG Monika Comeaux
207th Mobile Public Affairs Detachment*

LOGISTICAL SUPPORT AREA DIAMONDBACK, Iraq — Keeping with its name, Diamondback, the logistical support area has a lot of Soldiers with the double diamond patch on their shoulders.

As soon as units hit the gate, chances are a Soldier from the 96th Regional Readiness Command (RRC) with the diamond patch will ask for identification. Troops manning the entry to the dining facility often wear the diamonds and even some of the supervisors inside are sporting the patch.

When units need direct support maintenance on a vehicle, generator, weapon, radio or night vision goggles, they meet the Soldiers with the diamond patch again. The Soldiers wearing the double diamond are members of the 872nd Maintenance Company, an Army Reserve unit from the 96th RRC, based out of Ogden, Utah.

"I am very proud of the fact that anything that goes on at this base, the 872nd Maint. Co. is involved in it," said the unit's first sergeant, 1SG Darren H. Kirschman.

The unit officially found out that they were deploying at the end of January 2005 but they arrived in theater on Aug. 16, 2005, Kirschman said. They spent the time in between gearing up and getting their personnel to 100 percent strength by cross-leveling nearly half of their Soldiers from other units.

"Some of the NCOs that were cross-leveled into the unit just did outstanding things. The unit just really meshed very quickly together," Kirschman said.

They also spent almost 90 days in the remote training areas of Fort Bliss, Texas, so far out that even their cell phones did not



PHOTO: SSG MONICA COMEAUX

SPC Ben L. Falslev, a small engine mechanic works on a 10KW generator in the motor pool of the 872nd Maintenance Company. The generator has a blown headgasket.

work. Members of the unit performed physically demanding tasks in the dry heat wearing body armor and ballistic helmets, ducking blank fire, cacti and rattle snakes. The training was designed to mimic the conditions in Iraq, allowing Soldiers to acclimate.

The theater commander in Iraq actually mandated the training, which included tactical movements, combat logistics patrol operations and entry control point operations, among many other things. "Not much technical, all tactical... it was 90 days of pretty grueling training," Kirschman said.

"During the right seat ride in Iraq, the Hawaii unit that the 872nd Maint. Co. replaced did great in explaining to them the different types of missions they were going to be involved with," said MAJ Harold C. Clements, company commander. "They had a training schedule, they did the left seat, the right seat, and it went awesome," he said.

Approximately half of the company works on securing an entry control point and running combat logistics patrols. They also provide two recovery teams, which are standing by, ready to roll out in 20 minutes to recover vehicles that break down off post, said 1LT Michael D. O'Farrell, the company executive officer.

The other half is doing direct support missions, Kirschman said. They are the ones fixing generators and military vehicles and a small section works solely on welding armor onto Iraqi police and military vehicles as well as U.S. Army vehicles. Some of them run a warehouse which is a distribution point for almost all units in northwestern Iraq. The company rotates their Soldiers, so everyone gets to experience different aspects of soldiering and maintenance while in Iraq.

"The Soldiers are excited to do their mission and they are excited to support this nation. I think they are all having a good time right now."

—MAJ Harold C. Clements

"Now we've got our feet firmly planted on the ground and everybody is still in good spirits," Kirschman said.

"I am looking forward to staying here for the whole year and doing my part," said SGT Robert Lewis III, a signal electronic device technician. Lewis has been cross-leveled into the 872nd Maint. Co. from Brooklyn, N.Y. Although he did not feel like he had a lot of experience in his military specialty beforehand, he has been able to receive good on-the-job training as well as some cross-training into other jobs since he started his deployment.

Lewis thinks that Soldiers in the company are well taken care of. "They (leaders) are pretty much on top of their game in helping their Soldiers out. If they can't, they may give you the resources or steer you in the right direction so you can get taken care of," Lewis said about his new-found unit.

"The morale right now is pretty high," Clements said. He partly attributes it to the fact that both the living and working conditions at Diamondback are better than what they have experienced at Fort Bliss or even in Kuwait. "When everybody got here, they were very happy," he added with a roaring laugh.

The commander said that all of his Soldiers want to be in Iraq. "They are excited to do their mission and they are excited to support this nation. I think they are all having a good time right now," Clements said.

Kirschman said that all the Soldiers are doing an outstanding job in his unit. "Everybody is working hard. Morale is high. This is the best unit I have ever been in, in 19 years, and I am proud to be the first sergeant of this unit," he said.

Army Reserve Soldiers Lend a Hand in Rebuilding Afghanistan

By SFC Derrick Witherspoon
Public Affairs Office
7th Army Reserve Command

KABUL, Afghanistan — Working hand-in-hand with NATO's International Security Assistance Force VIII (ISAF-VIII), Army Reserve Soldiers are playing a major role in supporting the Global War on Terrorism and helping Afghanistan rebuild a more secure and stable future.

Army Reserve Soldiers from the 7th Army Reserve Command (ARCOM) are supporting Operation Enduring Freedom as part of ISAF-VIII in Kabul. The Soldiers' mission is to support BG Richard M. Tabor, commander, 7th ARCOM, who is serving as the special advisor to the commander of ISAF-VIII. Tabor's mission is to assist the ISAF-VIII commander in coordinating activities and to resolve conflicting activities between ISAF-VIII, the Combined Forces Command-Afghanistan (CFC-A), and Combined Joint Task Force 76 (CJTF 76). This mission is extremely important as ISAF-VIII prepares to expand its operations throughout all of Afghanistan.

GEN B.B. Bell, commander of U.S. Army Europe (USAREUR) and Allied Land Component Command Heidelberg, said he chose Tabor to support this mission because of his experience and background as a trainer, leader and seasoned veteran.

"BG Tabor is the right officer at the right time to commit to this mission," said Bell. "He has formed, trained, deployed, redeployed, reintegrated, and retrained Reserve component organizations over and over again out of the USAREUR base, to support operations in the Balkans, Iraq and Afghanistan. Now we've asked him to stop training folks and come over here and help out himself."

Tabor, who speaks fluent Italian, did just that as he deployed to Kabul to support the Italian-led ISAF-VIII. "ISAF is playing a critical role in the rebuilding of Afghanistan," said Tabor. "The fact that we are participants in this process of rebuilding the political structures and military structures is crucial to the future of Afghanistan and the success of the Global War on Terrorism."

MAJ Jason G. Hogie, 7th ARCOM military assistant to Tabor, said the ISAF-VIII mission is part of a larger effort that one can truly see is working toward a greater good. "It's interesting

to work in the joint environment, because we have all the various services and nations represented here," said Hogie. "It's a new way of learning how to do business, which bears its own frustrations. Because ISAF is Italian led, communicating can be a challenge sometimes, because of the language barriers, but with General Tabor's help we find ways around that."

"You can definitely see that NATO is making a difference here," said SFC Richard Penland, a 7th ARCOM Soldier who was providing support to Tabor in Kabul. "I was talking with one of the locals here and I asked him if he thought things were getting better or worse since the coalition forces arrived in Afghanistan. He said the thing they notice the most is that they can sleep at night without fear of the Taliban bothering them. He said all of his life there has been war in this country and now they have a chance to move away from that and start rebuilding their country and their lives. It makes me proud to be a part of that change."

Tabor said he is extremely proud of the Soldiers on the ISAF-VIII staff and the outstanding job they are doing. He added that he looks forward to seeing ISAF-VIII succeed in all of its various missions and he is honored that he and his Soldiers and himself are playing a role in that success. "Certainly the Army Reserve presence with ISAF-VIII is small, but nevertheless, for the 7th ARCOM, it's very significant that we are playing a role in the rebuilding of Afghanistan," Tabor said.

As Army Reserve Soldiers continue to work hand-in-hand with ISAF-VIII, their support of the Global War on Terrorism is evident. Tabor said that he wants Americans to know that, "we are succeeding in Afghanistan and there is definitely progress being made; the mission in Afghanistan is truly a success." **ARM**

SFC Richard W. Penland (right), talks with an International Security Assistance Force Italian Soldier about an upcoming mission.



PHOTO: SFC WITHERSPOON



FEATURES

RESERVE SOLDIERS ASSIST COMMUNITY IN WAKE OF TORNADO

SFC Craig Pickett
350th Mobile Public Affairs Detachment

EVANSVILLE, Ind. — A surprising fall tornado turned a typical battle assembly upside down for Soldiers of the 380th Quartermaster Company in Evansville, Ind.

It began when a powerful F3 tornado ripped through the southern Indiana community on Sunday, Nov. 6. The 2 a.m. twister left a path of death and destruction, ultimately killing 23 and injuring more than 200. National Weather Service officials said the tornado moved unusually fast with a top speed of nearly 75 mph. Fortunately, the response by the U.S. Army Reserve was just as speedy.

Within seven hours of the tornado touching down, the reserve center received a call from emergency management officials from Vanderburgh County seeking assistance. They wanted to

use the center as a Red Cross shelter and possibly employ some of the Soldiers.

Once it was determined that no families under the 88th Regional Readiness Command were seriously affected by the storm and that all of their Soldiers were accounted for, the 380th Qm. Co. focused their efforts on helping their fellow community members.

Almost immediately Soldiers began setting up cots and transforming the reserve center into a Red Cross shelter. There was no shortage of help. Everyone pitched in.

In the meantime 2LT Mark Biggs, company commander for the 380th Qm. Co. and Randy Muston, the unit administrator for the 380th Quartermaster Battalion, contacted officials to determine how else unit members could help since many of the local National Guard forces are deployed to Iraq. Biggs and Muston

[RIGHT] SPC Trenton Schneider lays out fresh pancakes for breakfast at the reserve center turned shelter for Soldiers, Red Cross volunteers and victims of the tornado.

[BELOW] Members of the 380th Quartermaster Company connect a pump to a Humvee in preparation to move it to a different site on the pond where a powerful tornado ripped through southern Indiana.



PHOTO: SFC CRAIG PICKETT



PHOTO: SFC CRAIG PICKETT

began doing what they could until official clearance could be granted. Whatever their community needed they were prepared to give, as were the other Soldiers of the 380th Qm. Co.

Phillip Webb, the supervisor staff administrator, gave the initial go ahead and began clearing it through higher headquarters. "I didn't hesitate at all," said Webb. "There were lives at stake."

Department of Defense guidance states that the Army Reserve may only help in state emergencies for up to 72 hours and only if it is a matter of life and death. Everyone knew in this case, it very well could be.

Biggs was prepared. He had already organized his Soldiers and equipment. It had been decided that they would be sent to the Eastbrook Mobile Home Park which took the brunt of the 75 mph winds and would eventually yield 18 of the total deaths.

By 10:30 a.m., Soldiers arrived at the mobile home park and found complete devastation. Mobile homes had been tossed around, twisted, and turned upside down, or totally disintegrated. Personal effects littered the ground and insulation filled the air and trees.

The first equipment on site was a water trailer which provided the first responders with clean water to drink. Many had been onsite for hours searching for survivors.

"Everything was really coordinated," said SSG William Archuletta, NCO in charge at the site and acting first sergeant. "Everyone was grateful we came out to help. Our equipment really helped them."

Soldiers of the 380th Qm. Co. used their 10-ton and six-ton fork lifts to lift debris so that search and rescue workers could look for possible survivors. Since military equipment is designed for rough terrain, these lifts worked out well for the task at hand.

"Truthfully, we didn't have any problems," said Biggs. "Our biggest concern was to keep the equipment off of areas that could have people trapped under them."

A high point came when firefighters discovered a child trapped, but alive. Everyone's spirits were lifted and the work continued as they moved demolished vehicles and debris piles so that searchers could clear each affected area.

"Anytime you can find someone alive, it just makes you drive harder to find more," said Archuletta.

As the day turned to night, operations were halted and the local authorities secured the site. The next morning the focus shifted to recovery operations at three retention ponds on the south side of the park. Officials had already found five bodies in the water and feared more may be beneath the surface. Again, the 380th Qm. Co. came to the call with pumps and manpower.

Biggs said everyone in the unit volunteered, so there was enough help.

"I volunteered to come out here because it's the right thing to do," said SGT Jamie Crick, from Nortonville, Ky. "I believe in what we do. We are here for a purpose."

SPC John Garrett, a mechanic with the 380th Qm. Co. felt good about being able to help the victims and said he would stay two months if he had to.

By 10:30 a.m., Soldiers arrived at the mobile home park and found complete devastation. Mobile homes had been tossed around, twisted, and turned upside down, or totally disintegrated.

With core values of duty and self sacrifice running deep, Biggs and 11 other Soldiers returned Monday and setup pumps and a civilian contractor setup others on the other end of the pond. Both began pumping and it wasn't long before Vanderburgh County sheriffs discovered another body.

The pumping continued through the night. Biggs and his Soldiers set up a small tent. The 380th Qm. Co. is a tight-knit unit and the Soldiers looked out for each other as they maintained the pumps and ensured that they stayed operational.

Finally, the nine-acre pond was drained late Tuesday evening to a level of only inches. Fire and rescue workers put on waders and walked the entire area of the pond and discovered no other bodies. Everyone had peace of mind; they had done all they could do.

Biggs released his Soldiers to go home, cleaned up and got a good night's sleep. They deserved it. The following day they packed everything up and ended operations.

"The Soldiers have done outstanding," said Biggs. "We didn't miss a beat. It may not be what we do on a daily basis, but operating the equipment is the same no matter what."

"Morale is extremely high. If I released them now, they would walk out the door, take off their BDUs and return as civilian volunteers," said Biggs.

Members of the 380th Quartermaster Company exemplify the Army values. Their actions in the wake of the area's worst storm in thirty years is a reminder the Army values are lived, not just spoken.

ARMY RESERVE SOLDIERS PROVIDING HURRICANE KATRINA RELIEF MAKE HISTORY

*By SFC Gwendolyn D. Coley
Public Affairs Office
2125th Garrison Support Unit*

NEW ORLEANS — When 300 Army Reserve Soldiers from the 206th and the 647th Transportation Companies came to New Orleans to support the Hurricane Katrina relief effort, they rolled into history.

“The Army Reserve never played a big part in the natural disasters,” said LTC Bruce Cain, 356th Quartermaster Battalion, Laurel, Miss. “But with so many troops deployed right now and so many states affected, the bottom line was that they needed truck drivers.”

Traditionally, states rely on the National Guard to provide assistance in keeping order in crisis and managing relief efforts, according to Cain.

A week had passed since Hurricane Katrina hit the Gulf Coast, causing extensive damage in Florida, Alabama, Mississippi and Louisiana.

New Orleans was still underwater. Soldiers from the 82nd Airborne Division and 1st Cavalry Division were emplaced at New Orleans Louis Armstrong International Airport. Transporters still were needed to shuttle food, water and Soldiers.

On Labor Day, the unit commanders were alerted. Because of downed telephone and electrical lines and, in some cases, evacuations, contacting Soldiers was a challenge, Cain said.

Another challenge was ensuring that enough Soldiers were available to do the mission.

Two other Mississippi Army Reserve units — the 386th Transportation Company of Vicksburg and the 850th Transportation Company of Lyons — were tapped to join the 647th to support Hurricane Katrina relief.

The reconstituted 206th Transportation Company had volunteers from four other Alabama units for relief support, which included the 287th Transportation Company from Livingston and its Anniston detachment and the 1184th Transportation Battalion and 498th Transportation Company both from Mobile.

Many of the 647th Soldiers were directly affected by Hurricane Katrina, as were some from the 206th.

“When these guys were called up, they didn’t have power. They didn’t have water,” Cain said during a visit to New Orleans to see the troops. “It really created hardships for them. They did what they were supposed to do: They saluted the flag and moved out.”

SSG Marcus Smith, 386th Transportation Company, and attached to the 647th Transportation Company, was among them. A foreman with the Louisiana Department of Transportation, the Slaughter, La., resident and others from his department began working longer hours each day when Katrina hit. Two days later, those who had commercial driver licenses drove the school buses that took hundreds of displaced New Orleans residents from the Super Dome to the Cajun Dome in Lafayette, La., about 150 miles north.

The day his unit contacted him about the Army Reserve’s role in the hurricane relief effort, a Sunday, was his first day off in almost two weeks.

“The ones we got in contact with beat feet down there to be a part of the mission. They were proud to be here,” Cain said.

A major challenge was ensuring that the units had the proper trucks to fulfill whatever missions might arise. As medium truck companies, the units primarily had flatbeds, fuel tankers and five-ton trucks, which are low to the ground and ordinarily used for hardtops.

“When these guys were called up, they didn’t
have power. They didn’t have water...
It really created hardships for them.
They did what they were supposed to do:
They saluted the flag and moved out.”
—LTC Bruce Cain

“Because of the water that was initially in the city, they determined that those trucks would not be able to go in the watered areas,” said Cain.

As with the Soldiers, two-and-a-half-ton trucks were brought in from other units.

By the fourth day, the units headed to Mobile, Ala. On the seventh day, once Logistical Task Force Lone Star could receive

Amid debris washed onto the wharf near Pumping Station 6 in Chalmette, La., SGT Gabriel Shack, 287th Transportation Company, prepares to refuel the station’s generator tank.

(PHOTO: SFC GWENDOLYN COLEY)





Soldiers of the 206th Transportation Company turn a pallet of MREs from the USS Tortuga before it's loaded by forklift onto a waiting truck for distribution to hurricane relief workers in New Orleans.

them, the units rolled into a long-term parking lot of Louis Armstrong International Airport, ready for work.

"We prepped them for the various missions," Cain said.

Among the possibilities was search and rescue, providing humanitarian relief, removing debris and hauling victims recovered after the storm.

Soldiers didn't mind the former missions but dreaded the latter, said CPT Lee Herring, commander of the 287th Transportation Company.

"Our primary mission has been shuttling food and water downtown in support of the 1st Cavalry Division at the Naval Support Activity," he said.

Once the Soldiers began running missions daily, the biggest challenge became keeping them hydrated and motivated, Herring said.

"They're fighting over missions," he said.

The missions included hauling food and water from the USS Tortugas to relief workers at Naval Air Station New Orleans and the Marines in Slidell, La.; transporting 1st Cavalry Division and 82nd Airborne Division Soldiers to and from the airport; refueling vehicles for the many missions; and providing cooks and KPs for "Eddy Boy's," the makeshift kitchen downtown that fed thousands of relief workers from all agencies.

"The drive to New Orleans from Mobile, and seeing the aftermath of Hurricane Katrina, was difficult for some Soldiers," said Herring. "Once the missions started," he said, "a sense of joy replaced the sadness, as they felt they were contributing to making better the lives of U.S. citizens devastated by a natural disaster."

"We're Soldiers," said SSG Tommy Culberson of the 498th Transportation Company, "and Soldiers do what they have to do. So if they need us abroad or need us at home, it's our duty as Soldiers to take care of everybody — regardless of circumstance or situation."

TENNESSEE RESERVE, GUARD ASSIST NEEDY VETERANS

By SGT Ryan Smith
372nd Mobile Public Affairs Detachment

NASHVILLE, Tenn. — Because all members of the military, past and present, have a unique and shared experience, Soldiers currently serving in the Tennessee State Guard, Tennessee Army National Guard and the Army Reserve volunteered to serve in Operation Stand Down. This program for assisting needy veterans was held at the Sidco Drive National Guard Armory in Nashville, Tenn., Oct. 14–16, 2005.

The program was designed to lend a helping hand to veterans in economic distress from the Nashville area. Many veterans at the event had multiple needs, from homelessness and joblessness to medical and legal issues, according to Bill Burleigh, who is executive director of Operation Stand Down and a retired U.S. Army lieutenant colonel.

Volunteers and workers from more than 100 organizations assisted veterans with donations, as well as counseling, for housing, employment, legal services, medical services and substance abuse treatment. Along with these services, veterans received hot meals prepared by volunteers. The National Guard provided tents, cots and sleeping bags for the veterans.

Army Reserve Soldiers from the 450th Military Police (MP) Company and 304th MP Battalion volunteered to assist with security at the event.

The MPs were stationed at posts around the site, where they could assist veterans with directions and ensure that everyone stayed on the right track. There was little concern that anyone would get out of hand — the MPs served mainly as a deterrent.

“We’re here to make sure nobody is getting into fights or trying to jump the fence. We’re here to help if anyone gets sick,” said SPC Kerry Nitzsche, an MP with the 450th.

“This is a good operation,” Nitzsche said. “‘Homeless’ and ‘veteran’ are two words that should not have to be put together.”

The Soldiers also screened people as they came into the National Guard facility, to ensure that everyone would be safe inside.

This type of work is a drastic change for SPC Jason Cross, an MP with the 450th, who deployed to Afghanistan, where he often handled detainees. Operation Stand Down, he said, has a positive effect on the community.

This event is also a landmark for the cooperation of military organizations in Tennessee. Operation Stand Down marks the first time that Army Reserve Soldiers have worked hand-in-hand with the Tennessee State Guard.

The Tennessee State Guard, an all-volunteer military organization comprised primarily of prior-service military, played a leading role in the operation. “The State Guard is a force-multiplier for the National Guard,” says COL James Carr, chief of staff for the Tennessee State Guard.

The program was designed to lend a helping hand to veterans in economic distress from the Nashville area.

The State Guard, which is organized like the Army and has the same rank structure, performs military funeral honors, has assisted people displaced by Hurricane Katrina, and also assists the National Guard with security operations and traffic control for special events.

Howard Mercer, 50, a Navy veteran, cleans and disinfects his feet during Operation Stand Down.



PHOTO: SGT CHAD WILKERSON

COMBAT VETERANS SHARE EXPERIENCES WITH DEPLOYING SOLDIERS

By SGT Monika Comeaux
207th Mobile Public Affairs Detachment

What is the difference between a fairy tale and a war story? The fairy tale starts off with “Once upon a time,” whereas the war story normally begins with “No kidding, there I was...”

Several trainers of the 91st Training Support Division (TSD) working at Fort Bliss, Texas, to prepare troops for deployments to Southwest Asia start their stories with “No kidding, there I was...”

One of those trainers, CPT Andrew S. Macvicar, said, “I work with eight people on this particular training event and three of them have deployment experience: one from Vietnam, one from Desert Storm and one from the actual conflict going on in Iraq right now.” As an observer-controller, he trains mobilizing units on how to set up a hasty traffic control point or conduct a mounted patrol.

Macvicar arrived at Fort Bliss on March 23, 2005, a little after the rest of the 91st hit the ground, and has been training Soldiers ever since, primarily relying on the first-hand knowledge of his veterans.

“I spent a year in Vietnam with the 1st Cavalry Division,” said SSG Greg M. Ratliff of the 91st TSD. The eyes of the seasoned veteran fill with pride as he explains how he uses his personal experiences to prepare Soldiers for overseas deployments.

SSG Greg M. Ratliff, an observer-controller/trainer from the 91st Division briefs Soldiers on conducting a mounted patrol. The Vietnam veteran uses a sand table to allow Soldiers to better understand the task.



PHOTO: SGT MONICA COMEAUX

With 19 years of service to his country, Ratliff thinks that communication is the key to the success of any mission. By the end of the two-day block of instructions with Ratliff, everybody understands the importance of communication, whether it refers to calling in a nine-line medical evacuation request, or just simply communicating with each other in the heat of the battle.

“I try to tell them some of the personal things that happened or some of the things they definitely need to know, like the traffic situation over there,” said SFC Eric A. Warner, a tanker from the unit. He recently returned from a tour in Iraq. He acted as an advisor, aiding the new Iraqi army. Since he spent most of his time with the locals, he is able to give mobilizing troops a great insight into the Iraqi culture and the people.

“I think the Iraqi people are just like people here. They have families, and 98 percent of them are looking to benefit from what is going on. Two percent of them are causing all the trouble,” Warner explained.

Warner, who also has 19 years of military experience, seems to have a lot of respect for the skills of the insurgents. “A lot of units processing through here seem to think that the Iraqis or the insurgents can’t shoot, and I have the tendency to tell the story of the guy who I worked with who was shot in the mouth by an insurgent with a Russian sniper rifle from a good 900 meters,” said Warner. Warner’s most sound advice to the troops is: “Pay attention to the little hairs on the back of your neck, because they are usually right!”

Macvicar agrees: “Some of the veterans that I talk to or that I have worked with here say that if you are there long enough, you’ll get a gut feeling when something is right or wrong.”

“Warner has the most colorful stories. He trained over 100 Iraqis in Fallujah. He was in there for 43 days of fighting. He has some very colorful, and often sad, stories about things that happen in combat. His stories have really awakened me about things that may happen,” said Macvicar on his experienced NCO.

Macvicar, Ratliff and Warner all agree that they thoroughly enjoy training troops. “I really love being in the training environment. I like to watch the units that come to us, who might be a little shaky, not too sure what their mission will be. We can take them in a ten-hour block, so to speak, and bring them up to speed. Knowing that I am going to keep these people safe with the things I teach them is very rewarding,” said Macvicar, who also has 19 years of experience in the armed services, first as an enlisted Marine, and now as an Army officer. “I think the best thing is that they learn what they need to know overseas,” added Warner.

All three also agree on some of the mistakes commonly made by the units participating in the training. “The biggest mistake I see Soldiers make is that they get lackadaisical. Soldiers tend to become relaxed and complacent if nothing happens on a

patrol. We have to correct that and we have to keep them alert all the time,” said Ratliff.

The trainers have a lot of respect for the Soldiers getting ready for their overseas deployment. “The teamwork is great. Morale is amazingly high, given the circumstances of living out there. I think they are mentally and emotionally up to the task from what I have seen,” said Macvicar.

“I think that I will speak for all of my subordinates out here in that we really enjoy what we do. We like to instill the knowledge we have into the units, knowing it is going to keep them safe and bring them home to their loved ones,” said Macvicar.

CONTINGENCY RESPONSE UNIT SUPPORTS TASK FORCE UNWATERING

*By Hank Heusinkveld
U.S. Army Corps of Engineers
Wilmington, N.C., District Public Affairs*

NEW ORLEANS — Two Army Reserve majors from a small Reserve unit in Washington, D.C. played an instrumental role in the U.S. Army Corps of Engineers (USACE) supporting the recovery efforts from Hurricane Katrina. MAJ George Stejic and MAJ Jeff Kwiecinski, operations officers with the (USACE) Contingency Response Unit (CRU) volunteered to help with the recovery efforts from the Katrina devastation.

Katrina, a category four hurricane, came ashore and overwhelmed New Orleans, La., on Aug. 29, 2005, causing overwhelming and widespread damage to the city and the surrounding Parishes. Floodwall failures and levee breaches resulted in New Orleans suffering from flood waters as much as 20 feet in depth.

The CRU, a subordinate unit under the U.S. Army Reserve Readiness Command, Fort Jackson, S.C., provides USACE commanders with engineer battle staff capability in support of global military contingency operations. The CRU helps to plan and execute USACE Field Force Engineering missions in support of combatant command operations. The CRU reports to USACE and is composed of trained battle staff officers and senior enlisted Soldiers that mobilize or volunteer to support contingency operations both in the U.S. and overseas for the military combatant commands.

The U.S. Army Corps of Engineers understood the flooding was Katrina's center of gravity because it had the inherent capability to prevent normal recovery operations. USACE

immediately mobilized its resources and executed its plan to attack the flooding. Normally the New Orleans Sewage and Water Board would remove and dispose of all storm water, but the flooding was too overwhelming.

Two teams were formed to deploy. One team of four personnel would go to the military support to the hurricane, Task Force Katrina. The second team would support the USACE Mississippi Valley Division whose area of responsibility covers most of the devastated area. Stejic and Kwiecinski deployed to Baton Rouge in less than a week after Hurricane Katrina hit. Then they proceeded to New Orleans to support Task Force Unwatering to put their training into practice.

COL Duane Gapinski was the Task Force Unwatering commander. “Our mission was to remove the surface water from the affected areas to set the conditions for normal recovery operations, as well as provide enough protection to get through the rest of hurricane season,” Gapinski said.

Gapinski asked Kwiecinski to develop a reporting flow chart for the Task Force and plan the movement of personnel to the New Orleans District Office.

Kwiecinski arrived at the New Orleans District building on Sept. 8, 2005 and immediately integrated into the ongoing planning and operations occurring there. Stejic had arrived a few days earlier and already developed a battle board to plan and track the unwatering mission. Stejic estimated that approximately 25 to 30 billion gallons of water had flooded the city, and more than 250 billion gallons had flooded the entire area. “To make matters worse, most permanent pumping stations were flooded and there was limited power distribution throughout the city,” Stejic said.

To tackle this massive problem the Task Force was organized around drainage basins. Each drainage basin was assigned a Corps civilian employee project manager and a team to assist the project manager. Stejic and Kwiecinski were Gapinski's battle captains.

The CRU helps to plan and execute
USACE Field Force Engineering missions in
support of combatant command operations.

By Sept. 21, 2005 the unwatering mission was going well and Task Force Unwatering was ahead of schedule. Unfortunately, Hurricane Rita developed and impacted the mission. Kwiecinski developed an evacuation order for the Task Force and Stejic focused on fortifying existing operations in preparation for Rita's impact on New Orleans and surrounding areas. Fortunately, Rita did not directly hit New Orleans, but it did cause additional damage to the city. The predicted storm surge for Rita was four to five feet. The actual storm

surge reached a height of nearly eight feet on the Inner Harbor Navigation Canal, resulting in the re-flooding of the New Orleans Ninth Ward. Rita also caused new and significant flooding in the Parishes south and west of New Orleans.

Task Force Unwatering soon regained its stride again after Hurricane Rita passed. Rita caused new flooding, but the repaired city pumps remained operable. In addition, the impacted areas were reinforced with temporary pumping capacity. By Oct. 8, 2005, 95 percent of the City of New Orleans had been unwatered and the floodwall breaches were at the interim level of protection.

The CRU assistance helped in unwatering the city of New Orleans and setting the stage for its recovery. The mission also validated the CRU as a trained and ready unit to help in natural and man-made disasters and contingencies. The unit quickly mobilized and deployed personnel to an engineer task force to provide sustained operations. As USACE reserve officers, the two majors fully integrated with the active force to complete the CRU's "wartime" mission. They always felt like valued-added members of the USACE team. For the CRU, they demonstrated that it does add value as trained and ready reserve engineer Soldiers. "We could not have had a smooth transition to Task Force Unwatering were it not for the capability the CRU provided. Majors Stejic and Kwiecinski made enormous contributions to this successful mission," Gapinski said.

ARMY RESERVE HUMAN RESOURCES TO MEET SOLDIERS' NEEDS

*By LTC Matt Leonard
Army Reserve Public Affairs*

Armey Reserve Human Resources has recently adopted a more customer-centric focus and has streamlined processes as well. This has resulted in many recent improvements to personnel management, including service for Soldiers families and civilian employees.

The streamlining of processes was intended to help actions flow more efficiently and also to allow action officers to respond quickly to queries from Soldiers, their families and the public in general.

"This streamlining assisted us in pushing through improvements in Incentive Programs in a more timely fashion," said COL Wanda Good, director of Army Reserve G1. "These incentive improvements, such as an increase in enlistment and reenlistment bonuses, emphasize the value we place on our Soldiers and their commitment to the nation."

In addition to increased enlistment and reenlistment bonuses Soldiers are also eligible for critical skill transition bonuses, which reward them for retraining into a different military occupational specialty that may be in demand, such as civil affairs.

Other enhancements to the incentive program include firsts such as officer accession bonuses and Active/Guard/Reserve (AGR) reenlistment bonuses.

"As long as Soldiers stay in the Selected Reserve and are otherwise eligible, they will continue to receive their incentives regardless of inactivating units or the Base Realignment and Closure Act," said Good.

Several new programs have been initiated which focus exclusively on children and their unique needs.

Another improvement is the recent policy change regarding AGR officers remaining in the program beyond 20 years of active federal service. These officers no longer need to await a selection board's decision as to whether they can continue service. They can now remain until their mandatory removal date. This move allows the Army Reserve to retain experienced leaders as well as a strategic knowledge base.

The process for promotions has also been improved. Mobilized officers who have been selected for promotion can now be promoted without having to wait until after demobilization. Additionally, personnel groups are now authorized to conduct enlisted promotion boards in theater.

The commitment to Soldiers' families is another cornerstone of the reshaped human resource model. For instance, several new programs have been initiated which focus exclusively on children and their unique needs. This includes childcare programs and programs to reduce the stress that children encounter as a parent is mobilized and serves in a remote location.

Additionally, healthcare for mobilized Army Reserve Soldiers has been enhanced and Soldiers and their families now have unrestricted commissary access.

Finally, a Well-Being Advisory Council has been formed. This council takes into account the voices of veterans, employers, Soldiers, civilian employees and family members addressing their concerns and resolving issues.

"Army Reserve Human Resources will continue its 'Soldier-Centric' view, making Soldiers' and their families' needs its first priority," said Good. **ARM**

People

NEW DEPUTY COMMANDING GENERAL APPOINTED AT USARC

By Chuck Prichard
Army Reserve Public Affairs

ATLANTA — MG Jack Stultz was appointed as the deputy commanding general, U.S. Army Reserve Command (USARC), in October 2005.

Stultz had previously served as the commander of the 143rd Transportation Command, headquartered in Orlando, Fla.

His service in the Army dates back to an initial active duty tour that lasted from 1974 to 1979. Stultz joined the Army Reserve when he left active service to pursue a civilian career. Through the years he has served in numerous assignments and positions in various Army Reserve units, including the 108th Division, the 32d Transportation Group and the 257th Transportation Battalion. He is a veteran of Desert Shield/Desert Storm and most recently served a 22-month deployment to Kuwait with the 143rd Transportation Command.

Stultz is a graduate of the Command and General Staff College and Army War

MG Jack Stultz, deputy commanding general, U.S. Army Reserve Command



PHOTO: U.S. ARMY

College. His awards and decorations include the Defense Superior Service Medal, Legion of Merit, Bronze Star (with one Oak Leaf Cluster), Meritorious Service Medal (with three Oak Leaf Clusters), Army Commendation Medal (with four Oak Leaf Clusters) and the Army Achievement Medal.

As a citizen-soldier, Stultz has been employed by Procter and Gamble for 25 years, where he served as an operations manager in Orlando, Fla. He is married and has four children and one granddaughter.

ACCLAIMED ACTOR IS NEWEST ARMY RESERVE AMBASSADOR

By SFC Steven R. Wolf
Army Reserve Communications
Office, Chief Army
Reserve

WASHINGTON — Accomplished actor James McEachin, a pioneer of roles for African-Americans on television and highly decorated veteran of the Korean War is the newest ambassador for the Army Reserve. McEachin jumped into his position as an outspoken champion for Army Reserve Soldiers during the 2005 Association of the United States Army (AUSA) meeting.

LTG James Helmly, Chief, Army Reserve, made the appointment Sept. 29, 2005, recognizing the courageous service of McEachin during the Korean War and his continued outreach to veterans and other citizens regarding the importance of military service to our nation's democracy. "Mr. McEachin is an outstanding example for all to see the value our Army Reserve Soldiers place in answering our nation's call to duty," Helmly said.

Army Reserve Ambassadors serve as advisors and consultants to the Chief of

the Army Reserve. A primary role for an ambassador is to help build relationships, knowledge and understanding of the Army Reserve with local communities through outreach such as speaking with civic organizations and community leaders. Ambassadors also help to keep the Chief of the Army Reserve informed about important issues within their region of service.

McEachin was nominated for this honored position by MG Robert Ostenberg, commander of the 63rd Regional Readiness Command, headquartered in Los Alamitos, Calif. Ambassadors serve for a three-year term.

"This appointment is a crowning achievement of my life," McEachin said. I am very humbled by this and it is a magnificent honor especially after just receiving the Silver Star."

As a Soldier and veteran of the Korean War, McEachin distinguished himself in combat for bravery and courage under fire having earned the Silver Star, Bronze Star and Purple Heart.

McEachin has enjoyed a career in film and television that spans four decades and is perhaps best known for his long-running role as LT Brock in "Perry Mason" from 1986 to 1995. He was the first African-American actor to star in his own leading feature role on the NBC series "Tenaflly." Splitting time between film and television, he has appeared in more than 150 productions, and has worked with such greats as John Wayne, Sidney Poitier, Bette Davis, Clint Eastwood, Henry Fonda and Steven Spielberg. In addition to "Perry Mason" and "Tenaflly," McEachin has appeared in such television dramas as "Matlock," "Hill Street Blues," "Emergency" and "Columbo."

McEachin's military career began in the U.S. Army on Aug. 8, 1947. He received his basic training while assigned to the 24th Infantry Regiment, 25th Infantry Division, a prideful, all-black unit, in Fort Dix, N. J., an outfit that he would write about almost fifty years later in his



Army Reserve
Ambassador James
McEachin

PHOTO: U.S. ARMY

award-winning novel, "Farewell to the Mockingbirds." He later served on the front lines with the 2nd Division's, 9th Infantry Regiment. On a pre-dawn patrol on Aug. 13, 1952, he sustained multiple wounds and was hospitalized. After undergoing several operations, he volunteered to return to the front lines in Korea.

In addition to the Purple Heart and the Combat Infantryman Badge, McEachrin received the Bronze Star, the United Nations Service Medal and the Korean Service Medal. More than 53 years after his courageous actions in combat, he received the Silver Star on Aug. 11, 2005 during a ceremony held by California Congressman David Dreier.

With this new call to duty, McEachin states that his priority and agenda as an ambassador is clear. "You cannot safeguard this nation's freedom without the Army Reserve," he said. "We have to get the word out. The media coverage of our military and specifically of the Army Reserve is frivolous. I want to help send out the message about the credibility, integrity and accomplishments of our Army Reserve Soldiers."

BG SHERLOCK NAMED AS DEPUTY CHIEF, ARMY RESERVE

By Chuck Prichard
Army Reserve Public Affairs

Washington, D.C. — BG Richard J. Sherlock became the deputy chief, Army Reserve and the deputy commanding general for management, resources and support of the U.S. Army Reserve Command in November 2005. Sherlock was previously assigned as the commander of the Iraqi Assistance Group (Provisional) at Camp Victory, Iraq, from May 2005 through August 2005 and as the deputy commanding general of the Coalition Military Assistance Training Team, Multi-National Security Transition Command — Iraq from July 2004 through May 2005.

A native of Pittsburgh, Pa., Sherlock entered the Army and received his

commission from the Reserve Officers' Training Corps in 1978. He has served in a variety of assignments, including: two tours in the Republic of Korea; a tour as the deputy chief, Developments Engineering Branch with the U.S. Army Test and Experimentation Command at Fort Hunter Liggett, Calif; a tour as the operations officer for the 3rd Battalion, 123rd Aviation Regiment, 7th Infantry Division (Light) at Fort Ord, Calif; a tour as the operations officer for the 159th Aviation Group (Airborne) at Fort Bragg, N.C., and a tour as a force integration staff officer in the office of the Deputy Chief of Staff for Operations and Plans in Washington, D.C. He also commanded two aviation companies and two Army airfields.

His military education includes the Air Defense Officer Basic Course, the Aviation Officer Advanced Course, the Air Command and Staff College, and the Army War College. He has a bachelor's degree from The Ohio State University, a master's degree from Troy State University and a Master of Strategic Studies degree from the Army War College.

Sherlock has received numerous awards and decorations to include the Legion of Merit, the Bronze Star Medal, the Meritorious Service Medal with Silver Oak Leaf Cluster, the Joint Service Commendation Medal, the Army Commendation Medal, the Army Achievement Medal with two Oak Leaf Clusters, the Senior Army Aviator Badge, the Army Parachutist Badge, the Air Assault Badge and the Army Staff Identification Badge.



PHOTO: U.S. ARMY

BG Richard J. Sherlock, deputy chief, U.S. Army Reserve



PHOTO: MSG RICHARD LAMBERT

SSG Tiffany A. Gist

USAR SOLDIER HONORED WITH DOD "SALUTE TO WOMEN IN THE MILITARY" AWARD

By Linda A. Jeleniewski
Public Affairs Office
94th Regional Readiness Command

RENO, Nev. — SSG Tiffany A. Gist was honored July 20, 2005, in Reno, Nev., by the Federally Employed Women (FEW) Inc., Department of Defense National Training Program, for her contributions towards the advancement of women in the Army Reserve.

Gist, an Army Reserve Soldier and civil servant with the 94th Regional Readiness Command (RRC), distinguished herself as the Equal Opportunity Adviser for the Reserve Command. She performed a myriad of equal opportunity functions, which supported civil rights of women and promoted the core values that epitomize the concept of the citizen-warrior throughout the Reserve in New England.

FEW's Annual Military Meritorious Service Awards are presented to individuals in all services who distinguish themselves in the Global War on Terrorism; whose efforts best support the ideals of duty, honor, and country; and who best epitomize the core values and the citizen-warrior attributes of their respective military service.

Gist distinguished herself by successfully training 25 units and more than 2,500 Soldiers in cross-cultural communications, equal opportunity, prevention of unlawful discrimination, prejudicial

perceptions, prevention of sexual harassment, prevention of sexual assault and suicide intervention.

"I feel honored to have received this award in my role as a Soldier," said Gist. "This was the first year the Army Reserve was able to compete for this award."

As an active member of the community, Gist serves as the Youth Coordinator for teens at the new Patriots Christian Church in Massachusetts. She previously served as a troop leader for the Girl Scouts of America.

ARMY RESERVE FEMALE SOLDIER PARTICIPATES IN MULTINATIONAL FRIENDSHIP JUMP

*By SSG Donald Reeves
300th Mobile Public Affairs Detachment*

MUBAREK MILITARY CITY, Egypt — SGT Catherine Tripp, an Army Reserve combat camera photographer with the 982nd Signal Company, headquartered in Wilson, N.C., was the only female Soldier to participate in a multinational friendship jump during Exercise Bright Star 2005, a joint Coalition biennial military training exercise held in Mubarek Military City, Egypt.

Airborne troops from Egypt, Jordan, Germany, Greece, the Netherlands and the United States took part in this year's Friendship Jump and parachuted from either a German Air Force C-160 or a United States Army CH-47 Chinook helicopter using German-packed parachutes.



SGT Catherine Tripp

Tripp made her jump from the C-160 with members from Germany, the United States and Jordan. She was very comfortable with the foreign equipment and personnel.

"I've jumped with them before so I had some idea what to expect. They were very laid back but very professional at the same time, so it made me feel comfortable," Tripp said. She was also at ease with being the only female onboard. "It wasn't a big deal. I'm used to that. I did a lot of jumps with the 82nd when I was at [Fort] Bragg and there were usually no females there so I'm used to it."

Tripp's military job as a combat camera Soldier is to document the battlefield. "We basically cover anything that the military does. Mostly combat related, so we go out with the infantry a lot," she said.

She doesn't mind operating under hostile conditions and gets closer to the action than females have traditionally been before. "I was deployed in 2003 and 2004 to Mosul, Iraq with the 101st Airborne Division, said Tripp. It was a good experience. I got to do a lot of combat missions and got to see a lot of the Army that many females never see. Just like jumping, it was very rare that there were other females on a mission with me."

In a ceremony that night, jumpmasters from each nation pinned the participants with the jump wings of their country.

SILVER STAR HERO RETURNS TO IRAQ

*By SPC David Claffey
124th Mobile Public Affairs Detachment*

CAMP ATTERBURY, Ind. — Just eight months after returning from Iraq, the Silver Star recipient SPC Jeremy Church volunteered for a second tour with a unit that includes three Bronze Star recipients. Church, a former military policeman turned truck driver, is now a member of the Army Reserve's 454th Transportation Company, which

Silver Star recipient SPC Jeremy Church volunteered to head back overseas just eight months after he returned from his first tour.



PHOTO: CPT BENJAMIN POWELL

completed its final stages of mobilization training at Camp Atterbury, Ind. The unit deployed to Iraq on Nov. 14, 2005.

Church and other veterans, three of whom have Bronze Stars, all volunteered to join this unit hoping to guide young Army Reserve Soldiers. "Their leadership is welcomed," said CPT Michael O'Neal, commander of the 454th Trans. Co. "They have been a real asset, and I've seen Soldiers look to them for answers and ideas."

"For a lot of our Soldiers, this is the first time they are away from their homes and families," he said. "That alone raises the stress level, but the veterans seem to fade into the background." He added that they don't cause problems and their calmness is soothing to others.

The reason for Church returning was simple. "I don't want this information to die with me," said Church. "It is a strange experience. Everything slows down and every emotion you can imagine floods through you. All your senses come alive and the fundamentals you were taught take over. As long as you can keep your head you'll be fine. You don't know how someone will react in a fire fight, and you can't train for those emotions. You just find out when it happens. The best you can do is inspire and motivate them."

Church has won awards, thrived in fire fights and led fellow Soldiers in and out of ambushes with all the grace of a seasoned warrior. He takes pride in being an Army Reserve Soldier. "If I wanted a job, I would have gone active duty," he said. "This is a calling." **ARM**

ARMY RESERVE HONOR ROLL

AS OF JANUARY 13, 2006

MAJ Stuart M. Anderson
SGT Roberto Arizola, Jr.
CSM Edward C. Barnhill
SGT Gregory A. Belanger
CPL Mark A. Bibby
SFC Kelly M. L. Bolor
SPC Roy Buckley
SPC Charles E. Bush, Jr.
CPT Paul J. Cassidy
PFC Thomas D. Caughman
SPC Doron N. Chan
SPC Jonathan M. Cheatham
SSG Thomas W. Christensen
1SG Christopher D. Coffin
SPC Gavin J. Colburn
MAJ David S. Connolly
SSG Todd R. Cornell
SPC Richard M. Crane
LTC Terrence K. Crowe
SSG Donald N. Davis
SPC Lauro G. DeLeon, Jr.
SFC Robert V. Derenda
SSG Christopher W. Dill
SGT Catalin D. Dima
SPC Jeremy M. Dimaranan
SSG Richard S. Eaton, Jr.
SGT Gary A. Eckert, Jr.
SSG Jeffrey J. Farrow
MAJ Gregory J. Fester
SGT Nathan R. Field
SSG Ryan D. Foraker
SPC Kendell K. Frederick
SGT Bryan L. Freeman
SGT David T. Friedrich
SPC Luke P. Frist
SPC Nichole M. Frye

SFC Dan H. Gabrielson
SGT David J. Goldberg
PFC Gregory R. Goodrich
PFC Devin J. Grella
SPC David E. Hall
SPC Robert E. Hall, Jr.
SGT James W. Harlan
SGT Kenneth W. Harris, Jr.
SFC David A. Hartman
SSG Stephen C. Hattamer
SGT Edward R. Heselton
SPC Julie R. Hickey
SPC Benjamin D. Hoeffner
SPC Bert E. Hoyer
SGT Eric R. Hull
CPL Derence W. Jack
CPT Benjamin D. Jansky
SPC Joseph A. Jeffries
SPC Robert T. Johnson
SFC Matthew R. Kading
MSG Paul D. Karpowich
LTC Paul W. Kimbrough
SPC Adam G. Kinser
SSG Charles A. Kiser
SGT Elmer C. Krause
SSG Mark A. Lawton
SSG Wilgene T. Lieto
SFC Curtis Mancini
SGT Myla L. Maravillosa
SSG Stephen G. Martin
SGT Arthur S. Mastrapa
SSG James D. McNaughton
SFC Otie J. McVey
1SG Tobias C. Meister
SPC Christopher T. Monroe
SGT Melvin Y. Mora

SSG Richard L. Morgan, Jr.
SFC Lawrence E. Morrison
SSG James D. Mowris
SGT Rodney A. Murray
SGT Paul T. Nakamura
SPC Charles L. Neeley
SPC Allen D. Nolan
SGT Joseph C. Nurre
SGT Larry W. Pankey, Jr.
SGT Evan S. Parker
PFC Luis A. Perez
SSG James L. Pettaway
LTC Mark P. Phelan
SGT Jaror C. Puello-Coronado
SGT Miguel A. Ramos
SGT Pierre A. Raymond
SPC Brandon M. Read
SGT Regina C. Real
SPC Ramon Reyes-Torres
SGT Lawrence A. Roukey
SSG Cameron B. Sarno
SGT Danton K. Seitsinger
LTC Anthony L. Sherman
LTC Albert E. Smart
MAJ Charles R. Soltes, Jr.
SGT Joshua A. Terando
SGT Jarret B. Thompson
SSG Frank F. Tiai
SGT Tina S. Time
SPC Brandon Tobler
SGT Nicholas A. Tomko
SPC Juan M. Torres
SGT Brad A. Wentz
SGT Cheyenne C. Willey
SGT James Witkowski
LTC Thomas A. Wren

*We memorialize these Soldiers' lives
by the actions we take as leaders.*

ARMY RESERVE

WWW.ARMY.MIL/USAR



U.S. ARMY



DEDICATED TO THE SOLDIERS OF THE U.S. ARMY RESERVE WHO MADE
THE SUPREME SACRIFICE IN **THE GLOBAL WAR ON TERROR.**

WE WILL **NEVER**
FORGET



IN THE NEXT ISSUE



ARMY RESERVE FAMILY



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